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ABSTRACT

This student/participant handbook is part of the first of ten modules which comprise a portion of the National Training and Development Service Urban Management Curriculum Development Project. The strategic planning module introduces a decision making process for reducing the uncertainty under which systems operate. Its primary objective is to broaden the base for making public decisions that have long range implications. The student/participant handbook contains two sections: lecture outlines for use during presentation of the course and a supplement to be used for clarification and later reference. (Author/MK)

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WORKBOOK

STRATEGIC PLANNING

Prepared by Robert C. Stuart

Module Number One
of
POLICY/PROGRAM ANALYSIS AND
EVALUATION TECHNIQUES Package VI

Developed by

CENTER FOR URBAN AND REGIONAL STUDIES
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PART ONE: INTRODUCTION TO THE MODULE AND WORKSHOP

This Workbook is your guide through a two-day short course on Strategic Planning for local governments. Among other aids, it contains the course schedule, lecture outlines, and a series of scenario exercises covering basic concepts and techniques.

Strategic Planning is the setting of broad goal-and-policy directions for the community and organization, as contrasted with the more specific, performance oriented objectives and policies of programming and budgeting. It employs methods for determining and attaining the "desirable future," rather than only reacting to current crises. Strategic planning is concerned with how present decisions will affect the future, and how total resources can best be mobilized for synergistic action.

STRUCTURE OF THE MODULE

To effectively cover so broad and complex a subject as strategic planning for local government within a two-day short course required special organization of the learning materials, called the module. The module consists of four volumes, as follows:

1. The Manual, Strategic Planning, covering the basic concepts and functions of strategic planning in local government. It is designed to be read prior to the short course (optional), or to be used as a refresher and reference after the course, by the strategic planning practicioner. It also provides the course instructor with the main source of materials for the course lectures. These materials are especially designed as a basis for the scenario exercises of the course.

2. The Technical Supplement, which is an extension of the Manual, and performs the same functions as just described for the Manual. The Supplement contains the techniques that are particularly useful in strategic planning.

3. The Workbook, which you are now reading. The Workbook has been purposefully designed for use in the short course to enable a large, complex subject to be covered in a two day period. The Workbook affords two keys essential to success of the short course. One is the Lecture Outlines in Part Two which assist the participant in following the structure of the lectures and provide the page references to the Manual and Supplement to which he can turn for clarification and detail.

4. The Instructor's Manual, which provides him with some of the mechanics for mounting a successful course.

MODULE OBJECTIVES

1. Provide an understanding of the nature and necessity of strategic planning by local governments.
2. Provide a usable concept of the basic strategic planning process (elements, their functions and relationships) to enable participants to relate the process to their own jurisdictions.
3. Describe the most useful techniques for the conduct of strategic planning.
4. Provide realistic exercises (scenario problems) covering the design and development of strategic planning processes and management styles.

COURSE OBJECTIVES

1. Cover the four Module Objectives (above) in sufficient depth that participants can use the Strategic Planning Manual as a reference tool with facility.
2. Execute a simulated strategic planning "game," utilizing a "real world"-based scenario, to provide participants with "hands on" experience and feedback on their performance.
3. Provide opportunity for participants to share their own strategic planning experiences and problems, and accomplish their individual purposes in attending.

COURSE SCHEDULE

First Day

8:30-9:00	Registration
9:00-10:00	Session Objectives and Approach Introductions Strategic Situations in Local Government
10:00-10:15	Break
10:15-11:00	Group Workshops: Participants' Objectives
11:00-12:00	Strategic Planning Elements and Process I
12:00-1:00	Lunch
1:00-1:30	Strategic Planning Elements and Process II
1:30-3:00	SS1, Monitoring and Problem Identification
3:00-3:15	Break
3:15-4:15	SS2, Problem Identification Workshop
4:15-4:30	SS3, Problem Modeling Workshop I
4:45-5:45	Social Hour

Second Day

8:30-9:30	SS3, Problem Modeling Workshop II
9:30-10:00	SS4, Delphi Forecast I
10:00-10:15	Break
10:15-10:45	SS4, Delphi Forecast II
10:45-11:15	SS5, Delphi, Round II
11:15-12:00	SS6, Initial Definition of the Desired State I
12:00-1:00	Lunch
1:00-1:30	SS6, Initial Definition of the Desired State
1:30-2:45	SS7, Policy Testing with Delphi
2:45-3:00	Break
3:00-4:00	SS8, Evaluation Task Force
4:00-4:30	Workshop Evaluation
4:30	Adjourn

THE CURRICULUM PACKAGE

This instructional module is one of ten prepared by the Center for Urban and Regional Studies at Virginia Polytechnic Institute and State University for the National Training and Development Service. Under the general title of "Techniques for Improved Policy/Program Analysis, Budgeting and Evaluation", the ten modules cover the following areas:

1. Strategic Planning
2. Issue Paper
3. Management by Objectives
4. Long-Range Forecasting
5. Cost-Benefit
6. Budgeting
7. Capital Facilities Planning
8. Productivity
9. Performance Auditing
10. Policy/Program Implementation

PART TWO: LECTURE OUTLINES

(to be provided by Instructor)

PART III. SCENARIO EXERCISES

OBJECTIVES

The function of the scenario exercises in this part of the Workbook are twofold:

1. To provide "hands on" experience in using the more basic concepts and techniques described in the lectures and Manual. The particular experiences provided by each Scenario Sequence is contained in its title.

2. To provide a basis for discussion of the concepts and techniques.

YOUR CITY

The means for accomplishing these objectives is a series of scenario situations in which you will be asked to play specified roles in the development of a Strategic Plan - the goal of which will be the improvement or strabilization of your neighborhood.

Most of the scenarios will be situated at the neighborhood level to simplify the context a little. The scenarios will utilize real world settings by combining your knowledge of a neighborhood in a city (with which you are already familiar) with data from another actual city. The latter data is contained in the Your City Information System, which is Part IV of this Workbook. This composite of your experience and the information system data is referred to as "Your City". Your City should provide realistic constraints and tensions to the exercises," but you should focus more on the strategic planning concepts and processes than on developing realistic policies for the scenario city. The Information System will supply statistical data to form a basis for the development of your Strategic Plan. But data cannot be manipulated in a vacuum. Nor can plans be developed and brought to fruition without regard to social, political and fiscal realities. To factor in those vitally important "ingredients" simply assume that the social etc. conditions which exist in your home city apply to the neighborhood you have selected without change. In other words, mentally transfer your Neighborhood to your home city and develop your strategic plan which would apply under those conditions. This is much more realistic than an exercise that provides an artificial community structure which could not possibly incorporate all that you have learned the hard way through direct day-to-day experience. It also provides a natural bridge which will enable you to more easily relate the strategic planning process to your own jurisdiction.

INFORMATION SYSTEM

The Your City Information System used in these exercises is taken from an actual city, the name of which for purposes of the exercises shall remain

unmentioned.[1] In fact, you are asked to use this information in the context of your jurisdiction, or a city or county you know well. The main reason for this request is that you should be thinking of strategic planning in the context you know best, and should not be concerned about the particulars of Unmentioned City.

The data you'll need, as you go through your scenarios, will be found in the files of Part IV, Your City Information System. The data provided for neighborhoods A - K, and the census tracts of which they are comprised, are real data excerpted from the PROFILES OF CHANGE Urban Information Package* purchased by Your City from the Urban Statistical Division of the R. L. Polk & Co., Detroit, Michigan. A summary description of the PROFILES data collection process and definitions of the data elements are provided in File 4.

It is possible that your keen mind will discern discrepancies between the city you are familiar with and the data in the Information System. Such discrepancies will generally be interesting, but of little consequence for our purposes - strategic planning concepts and techniques. The particulars of Your City are just a useful theatre for our purposes.

SCENARIO SEQUENCE 1: MONITORING AND PROBLEM IDENTIFICATION

1.1. YOUR ROLE AND ASSIGNMENT

In your first community situation, or scenario, you are a citizen, well-informed and concerned about your neighborhood. From the descriptions in File A select a neighborhood that is similar to one you are already familiar with.

1. Which neighborhood did you select? _____ (letter)

   _____ _____ (Typical tract)

2. To help characterize your neighborhood and give it stronge identity in your mind, you may want to assign it a name (the real world neighborhood you have in mind or whatever strikes your fancy).

   _____

---

[1] The author expresses his deep appreciation to officials of the R. L. Polk Company and the City of Richmond, Virginia for permission to use the data and for help in preparing these exercises.

3. From the neighborhood description (File 7), and your recollections, what is your impression of the principal problems and concerns of your neighborhood?

(a) _____

_____

(b) _____

_____

(c) _____

_____

We'll come back to these first impressions later.

1.2 STATISTICS AND VALUES

Now turn to File 1, "Neighborhood Status and Change Data, By Census Tract" and to the sheet for your Representative Tract. To keep the exercise simple, we will treat the data for this tract as representative of your entire neighborhood. Look at Part I, the "Summary of Small Area Characteristics" on the left half of the sheet. The data at the top of the page and that in the first three columns are "Current", based on data collected during a Polk city directory door-to-door canvass. Under the heading of "Change", the fourth and fifth columns, "Amount" and "Percent" describe recent trends as reported in two successive directory surveys taken 12 months apart. This data appears for 17 characteristics (turnover: housing and business units, etc.) which are considered to be good socio-economic indicators.

Of special interest in the next exercise is the third column, Rank, which indicates standing of the tract on each characteristic in comparison with the other 69 Census tracts in the city. For each characteristic the tract with the highest percentage or amount is ranked "1". The tract with the lowest, "70". The exception is Income Index, where the tract with lowest income is ranked "1".

Eight of these characteristic rankings, marked with an asterisk (*), are especially significant because they reflect goal/value perspectives that are rather universally accepted. For these eight characteristics the higher the rank (i.e. toward "70"), generally the better the condition of the neighborhood on that characteristic.

The "Data Definitions" preceding the tables in File 1 explain each item.

1.21 Value Perspective of Major Neighborhood Group

What is the major group in your neighborhood (e.g. Black, middle-class, home owners). Enter description here: _____

_____.

SS1: MONITORING AND PROBLEM IDENTIFICATION WORK SHEET

1 Characteristic	2. Value Perspective of Major Neighborhood Group: H, if higher is better L, if lower is better	3. If H/L, Value Involved	4. Other Value Perspectives	5. City's Value Perspective	6. Rank Top Problems	7. Goal
TURNOVER Housing Units				L		
Business Units				L		
HOUSING New Construction				H		
Two Canvass Vacancies				L		
Total Vancies (excl. new const.)				L		
HOUSEHOLDS All Households						
Female HH's w/children				L		
Households w/children				H		
Husband/Wife HH's				H		
One Person HH's				L		
Renters				L		
OCCUPATIONS Retired Heads				L		
Jobless Heads				L		
High Income Occupations				H		
Income Index				H		
BUSINESS Firms				H		
Vacancies				L		

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Strategic Planning

Values are whatever an individual or group considers important. A value perspective is the set of more or less compatible values, of the individual or group.

Try to interpret the characteristics in File 1, Part 1, from the value perspective of the major neighborhood group. Enter on the Worksheet (for SS1), in the second column, an "H" for these characteristics which the group would consider "higher as better." Enter an "L" if they would consider "lower as better." Leave the line blank if you think a rise or fall in the statistic would make no difference to the group.

Whenever, an "H" or an "L" is entered in the second column, in the third column name the value held by the major neighborhood group that affected its evaluation of the statistic.

1.3 VALUE CONFLICTS: OTHER PERSPECTIVES

There are many other individual and group viewpoints in your neighborhood. Whenever you think that an individual or group in the list below would evaluate statistical item differently from the major group, enter the letter representing them in the fourth column on the line for that item.

A. Realtor handling sales or rentals in the neighborhood.

B. Homeowner who moved out from "the city" to get open space.

C. Real estate investor who specialized in picking low cost and tax abandoned properties.

D. Housing contractor

E. Building supplies merchant

F. Landlords

G. Female heads of households with children

H. Children

I. Elderly families

J. Single Persons

K. Minority Families

L. City taxpayers

M. Other: _____

1.31 Political Conflicts

Circle those groups of letters where the value conflicts evidenced indicate a potential political issue.

1.4 CITY'S VALUE PERSPECTIVE

Your City planners are using the Polk data to develop a "Quality Rating Index" for neighborhoods. The planner's value perspective is indicated in the fifth column, with an "H" meaning the higher the better, and an "L", the lower the better. Circle any H or L that differs from the view of the major group in your neighborhood as shown in the second column.

1.5 PROBLEM IDENTIFICATION

Study, from the principal value-viewpoint in your neighborhood, the data in File 1, Part 1. Give particular attention to (1) Current Amount v. the City average, (2) the Rank, and (3) the Change. Whenever you feel there maybe a problem, put a large circle in the Rank Top Problems column. Then rank (1, 2, 3, in the circle) the three most important problems as you see them.

1.6 GOAL STATEMENT FORMULATION

A Goal is a value expressed as a desired state to be achieved or maintained. For each of the three priority problems frame a goal statement (in the last column) that you think would be acceptable to the major neighborhood group.

1.7 A LOOK BACKWARDS

Compare the problem identified and the goals formulated on the Worksheet with the problems you listed in 1.1. What difference of quality did the process of using statistics make? _____

_____

_____

SCENARIO SEQUENCE 2. PROBLEM IDENTIFICATION WORKSHOP

2.1 SITUATION

Your City has always had steady growth, paced partly by a strong entreprenurial business spirit. Probably as a result of this socio-economic

climate, City government has performed only limited functions, but has a good record of efficient, "business-like" administration. In the post-war decades the region has continued to grow, but not the city. The city has suffered a steady loss of jobs and middle and upper income families to the suburbs. The out-migrants have been replaced by low-income and minority in-migrants. In many neighborhoods, there is a lack of reinvestment, with resulting deterioration. In just the last few years the political climate has shifted toward a philosophy of a more active public role in urban affairs with the city government taking on more functions, more planning and more professional personnel.

In this scenario situation you are a department head in Your City. The City has just purchased the Profiles of Change information system from the R. L. Polk Co., which produces it as a by-product of the Your City Directory. The Manager is eager to have his staff "thinking strategically" so he has set up a workshop to use the Polk data to better diagnose neighborhood problems. The workshop has a number of small groups, each of 4 to 6 persons, from as many city departments. Each group is assigned a neighborhood.

Your group has been assigned the Aschman Heights neighborhood (Census Tract 110). Refer to Files 1 (Part 1), 6 and 7 for data about the tract.

The Manager has asked the Director of Planning to tabulate and summarize the results of each Workshop group and distribute the results to all participants.

2.2 INSTRUCTIONS TO WORKSHOP GROUPS

The purpose of the Workshop is to produce a preliminary identification of problems in each neighborhood and a prioritization of these problems, based on the Polk Profiles of Change data and your own knowledge of the neighborhood. The Workshop will consist of two phases - the first, for individual work and the second, for group interaction. Instructions are as follows:

1. Appoint a Facilitator and a Recorder. The Facilitator's role is to help the group stay focused on the job to be done. The Recorder (1) makes sure that all written results from individuals are readable and understandable, (2) records points on newsprint during group discussion (3) tallies the votes, and (4) gets the group's suggestions to the Director of Planning in usable form.

2. Divide the data characteristics in File 1, Part 1, among all members of the group.

Individual Work

3. Review the information about the neighborhood assigned your group (neighborhood c, Tract 110). See File 1, Part 1; File 6, Map; and File 7, Neighborhood Descriptions. Identify any problems, from any perspective, that are indicated by the data or your knowledge of the area.

4. To record identified problems, turn a sheet of newsprint horizontally, and put a line down the sheet to divide the left one-third from the right two-thirds. Label the two columns this way:

Data Indication	Problem

5. Whenever your review of the Polk data suggests a possible problem, enter in the Data Indication column the fact(s). Opposite, in the Problem column, identify the problem. Include the value(s) or goal(s) affected, and how they might be affected. Write or print large and clearly.

Group Tasks

6. Clarify. For reference, the Recorder numbers all problem statements of the group sequentially. Each member present explains the statements he or she made. Discussion is permitted only to clarify the statements, not to argue or disagree with them. The individual who proposed the statement may modify it. Group members, time permitting, may add additional statements.

7. Prioritize the problems for further attention, by ranking them as follows:

a) Vote. Each individual (on a private ballot) lists the five most important "real, serious and urgent" problems in his or her view. The he or she should give 5 points to the most important problem, 4 to the second, and 3 to the third, etc.

b) Tally. The Recorder tallies the votes and posts the totals scores conspicuously alongside the problems on the newsprint. Tape to the wall, if possible, to improve visibility.

Note: The Workshop is a widely-used technique for securing citizen inputs. See Chapter 10 of the Manual for a description.

SCENARIO SEQUENCE 3: PROBLEM MODELING TASK FORCE

3.1 SITUATION

With the principal problems identified for the neighborhoods (in your case the Aschman Heights Neighborhood, Tract 110) the Manager now reconstitutes the groups as Task Forces, using an organizational technique for close-knit teamwork suited to the requirements of Problem Modeling (See Manual, Chapter 11).

3.2 TASK FORCE INSTRUCTIONS

1. Charge. The mission of each task force is the analysis of the more important problems of the neighborhood assigned to it. Problems should be analysed for (a) goal, (b) causes, (c) measures of the goal and causes, (d) hypothetical relationships between goal and causes, (e) present levels or conditions of the goal and causes. (For purposes of the exercise only one problem will be modeled). The model produced will be used for forecasting.

2. Chairman and Recorder. Appoint a Chairman and Recorder. The Chairman's role is to direct the work of the Task Force. He or she is responsible for the product. The Recorder's role is similar to that in a Workshop.

3. Problem Selection. Select a problem for analysis from among those prioritized as real, serious, and urgent, and which has File 1 data for its performance indicator. The problem may be a composite of several of the problems previously identified.

4. Analysis. The Chairman should lead a group determination of the information required by the SS3 Problem Modeling Worksheet. The Recorder should maintain an arrow diagram of the group's findings as to causal relationships. It is an important part of his role that he check with the group as necessary to be sure the diagram represents its collective wisdom. Each TF member keeps his/her own Worksheet recording the group's findings, which will be needed for forecasting. Numbers below in parenthesis correspond to the blanks on the Worksheet, and constitute an agenda for the Task Force.

(1) TF Member. Name.

(2) System. Name of system of which problem is a part.

(3) Goal. Desired state implied by problem. The goal should reflect the unique needs of the area reflected by the previous problem formulations

(4) Performance Indicator. The measures of goal achievement, or lack of it. For purposes of the exercise this should desirably be data from File 1, Part 1. Otherwise it will be necessary to "dummy-up" data for boxes 6 and 7.

(5) Goal Direction of Indicator. Does a higher (H) or lower (1) reading of the indicator show achievement of the goal? Circle H or L.

(6) Current Status. The present level of the indicator from File 1, Part 1. (Calibration)

(7) % Change Past Year. The change in the indicator from File 1, Part 1.

(8a) Influencing Conditions. List here the major "causal factors" affecting the problem and goal achievement. Try to be comprehensive, especially listing those that could be controlled, directly, or indirectly, by public policy.

SS3. PROBLEM MODELING WORKSHEET

1. TF Member

2. System

*Assume "Taissez faire" conditions

SS4. DELPHI ROUND I

3. Goal	4. Performance Indicator	5. Goal Direction of Ind. H/L	Calibration: Present Reading of Performance Indicators		12. Rank Influence 3, 2, 1*	13. Five-Year Forecast of Performance Level*
			6. Current Status	7. % Change, Past Year		

8a. Influencing Factor	bCIU	9. Leading Indicators	10. Hypo	11. Assumptions Re: Present Condition of Influ. Factor/Level of Leading Indicator*	12. Rank Influence 3, 2, 1*	14. Rationale for Forecast (Write clearly, this direction*
a.						
b.						
c.						
d.						
e.						
f.						
g.						
h.						
i.						
j.						

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(8b) For each influencing factor in Box (8a) make the following determination and add the appropriate code letter in Column (8b):

Code Letter	Degree of Public Policy Control
C	Controllable Directly
I	Indirectly Controllable
U	Uncontrollable

(9) Leading Indicators. What units of measure could be used to indicate changes in the influencing factor?

(10) Hypothesis. Does the performance indicator vary directly (+) or inversely (-) with the influencing factor?

(11) Assumptions Concerning the Present Reading/Condition.* What is known, or can be reasonable assumed, about the present reading of the leading indicator or condition of the influencing factor in light of the neighborhood description, the scenario situation and your "knowledge" of the area?" Use File 1 data where available.

When you have completed the Worksheet, notify the instructor.

SCENARIO EXERCISE 4: DELPHI FORECAST

4.1 SITUATION

The City Manager is pleased with the neighborhood analysis work so far. To obtain a picture of where the neighborhood is headed, he directs that a Delphi Panel by organized by the Director of Planning. The Panel includes, in addition to the original Task Force members, real estate and housing experts and representatives of the neighborhood.

4.2 INSTRUCTIONS TO THE DELPHI PANEL

Dear Panel Member, thanks for agreeing to serve on the Delhi Panel for Neighborhood Forecasting. The work of the Panel will have an important bearing on the future of Your City.

There will be three Delphi rounds in all - a second round on this forecast and a third round, somewhat later, on the Alternative Policy being developed by our interdepartmental Task Force.

Enclosed is the Round I Worksheet. In addition to the two blanks for you to complete, the worksheet contains relevant background information produced by an interdepartmental Task Force on Neighborhood Analysis.

We are asking that all panel members please carefully follow a three-step procedure. This will help us in analyzing results. The prescribed procedure is:

1. System Dynamics. The Task Force has listed for your benefit the principal factors affecting system performance and other pertinent information. Please review Boxes 2-11 with the following questions in mind: Which of these factors will most influence system performance? Have important factors been omitted?

2. Assumptions in Regard to Future Conditions. We're asking that you make some judgements about the future. Since we are trying to establish a "base line" forecast we ask that your judgements assume a continuation of "present trends and policies." Since the city only provides basic services to the neighborhoods, continuation of present trends and policies has been referred to as the "laissez faire future." Within this constraint, please make the following judgements:

(a) Has an important influencing factor been omitted? If so, add it in Boxes 8-11.

(b) Which two or three factors will most influence system performance in the next 5 years? Rank them 3, 2, 1 in Column 12.

(c) For these two or three factors, what is their likely condition or level?

(d) What will be the net affect of these conditions and levels on the performance indicator? (i.e., What will be its level measured by the same units as in Box 6?)

3. Results. Enter the answer to (d) in Box 13. In Box 14 summarize your rationale. Include your judgements in regard to (c).

Thank you! We will summarize the results from all Panel members and report these to you promptly.

Sincerely,

E. Z. Fortune
Director of Planning

5.1 INSTRUCTIONS FOR DELPHI ROUND II

Dear Panel Member:

The results of Round I were very interesting. We think you will agree.

Enclosed is the Worksheet for Round II summarizing (a) the ranking of factors according to their influence on the Performance Indicator, and (b) the forecasted levels of the Indicator.

The new Worksheet should be matched with the previous sheet for continuity of information.

The summary of the rationale statements (from Box 13) of your colleagues will be presented to you separately. All of this information from Round I should have the effect of challenging your previous judgements, causing you to rethink them in the light of new information. You may come out with the same forecast figure, or you may decide to modify it. In either case since much public and private investment in the neighborhoods, of money and human effort, may depend on the outcome of the Delphi rounds, we ask that you give the forecast a little more time to examine the implications of the judgements of other Panel members.

You are asked to follow the identical procedure that you used for Round I and to hold to the same assumption of a laissez faire policy. Boxes 15, 16 and 17 are for revisions, if you make them, of the information that you entered in Boxes 12, 13 and 14.

Thanks again! We'll be asking you shortly to bear with us for one more Delphi round to forecast the effects of changes in public policies.

Sincerely,

E. Z. Fortune
Director of Planning

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SS.5. DELPHI ROUND II

ROUND I TABULATION

Influencing Ranking Total Score	5-Yr. Indicator Level	15. Rank Influence 3,2,1*	16. Five Year Forecast of Performance Level*
	Range High		
	Range Low		
	Average		

17. Rationale for Forecast, if modified.

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SS.6. INITIAL DEFINITION OF DESIRED STATE

ROUND II TABULATION

Influence Ranking Total Score	5 Yr. Ind. Level	18. Objective Desired Level of Performance Indicator
	Range High	
	Range Low	
	Average	

19. Initial Definition of the Desired State/Rationale

SS.7. POLICY DELPHI, ROUND III

Forecast Effects of Consultant's Recommended Strategy#

#Assume Consultant's Recommended Strategy of Coordinated Public-Private Conservation and Rehabilitation.

20. Assumptions Re: 5-Year Condition in Influencing Factors #	21. Rank Import. 3,2,1#	22. 5-Year Forecast of Performance Level #

23. Rationale for Forecast #

24

Strategic Planning

SCENARIO SEQUENCE 6. INITIAL DEFINITION OF DESIRED STATE

6.1 SITUATION

"The future is murkey and nothing is certain, for sure. But I think we all have a better feel for both the present and the future in these neighborhoods. And what is most encouraging is the amount of interest and thought we are getting from the neighborhood leaders on the Panel," I. M. Ekspendabal, City Manager, said, as he looked over the Delphi II results.

"Whether the Panel's forecast is right or not, only time will tell. What I like is that there are now a few more people out there who understand how hard it is to plan for an uncertain future," offered Early Fortune.

The occasion is an extraordinary, unprecedented meeting of the Interdepartmental Task Force on Neighborhood Analyses in the Manager's Office.

"The reason I've called you here," Ekspendabal opens the meeting, "is that I'm asking you to do something important and necessary, but difficult and, in some ways, outside your training. I've admired the job you've done in neighborhood analysis, and the Delphi forecast that you were a part of. It's not always easy to see present trends, and where they're taking us. But it's still harder to say where we'd like Your City to be five years from now and to set realistic goals. That's what I'm asking you to do.

"I'm asking you to do this in three steps. As you know, we will have a recommended set of neighborhood strategies from our housing consultants in a few weeks. We need something against which we can evaluate those strategies. Your assignment is to go through the following three steps for each neighborhood:

"First, set tentative objectives--what I call 'defining the desired state of the system'. What reading of the Performance Indicator would mean that we had solved the problem? This is a job for your Task Force."

"Second, when we get the consultants' recommendation for neighborhood strategies, have the Delphi panel test them against the objectives, and the previous "laissez faire" Delphi forecast."

"Third, when you've studied the results of these tests, advise me as to what you think Your City should do. Should we implement the consultants' recommendations? Must we reset our objective higher or lower? Can we devise a third strategy that would be more effective?"

"That's your mission. Any questions?" After some discussion, the staff members assured the Manager they would do the best they could, and the meeting adjourned.

When the Task Force met again, the Director of Planning had just drafted some how-to-do-it instructions. He prefaced these with some

advice, "Remember the manager's comments. You people now know these neighborhoods better than any one else. You know the present trends. You can come up with what their future realistically ought to be."

6.2 INSTRUCTIONS

1. On your SS6 Worksheet, if you haven't done so already, fill in the tabulations of the Delphi Round II five-year forecast of the Performance Indicator reading.

2. Individual Work for Task Force Members

   (a) Box 18. Objective: Desired Level of Performance Indicator. Forget the trends. What level of the Indicator would represent "a solution" to the problem?

   (b) Box 19. Initial Definition of the Desired State/Rationale. An indicator is essentially one-dimensional, while the real world is multi-dimensional. Do you now envision the "desired state" of the neighborhood differently than that in Box 3? If so, how? If not, enter "no change."

3. Task Force Meeting

Compare individual entries in Box 18. How much do they vary? If the range is substantial, are differences explained by entries in Box 19? Can the differences be reconciled and a considered concensus be reached by the Task Force? The Manager wants a Task Force recommendation for an Objective.

SS7. DELPHI ROUND III TABULATIONS, CONSULTANT'S RECOMMENDED STRATEGY #

SS9. REDEFINITION OF DESIRED STATE

Influence Ranking Total Score #

5-Year Performance Indicator Level	GOAL ACHIEVEMENT (Forecast % of Objective Achieved)	
	Laissez Faire Future (Box 16/ Box 18) %	Consultant's Recommended Conservation & Rehabilitation (Box 22/Box 18) %

24. Revised Objective: Reset Desired Level of Performance Indicator

25. Redefinition of Desired State/ Rationale

Policy/Program Analysis and Evaluation Techniques

SCENARIO SEQUENCE 7. POLICY TESTING, DELPHI ROUND III

7.1 SITUATION

Dear Delphi Panelist:

As most of you already know, the City's Housing Consultants have made their recommendations on neighborhood strategies. These recommendations are being given wide dissemination through the media, speeches, special meetings and other means. We are also making every effort to secure reactions, answer questions and discuss possible modifications. The City through Interdepartmental Task Force is also analyzing the recommendations.

The Consultants' Recommended Strategy for Aschman Heights is attached. It poses an opportunity for the Panel to do some very interesting analysis and forecasting. The procedure you are to follow is also enclosed.

Our City Manager has asked me to convey his delight with the results of your Rounds I and II work and to express his deep appreciation for your efforts.

Sincerely,

E. Z. Fortune
Director

7.2 RECOMMENDED STRATEGY FOR ASCHMAN HEIGHTS NEIGHBORHOOD (CENSUS TRACT 110): COORDINATED PUBLIC-PRIVATE CONSERVATION AND REHABILITATION

The strategy should have five main elements:

(a) Appointment of a Neighborhood Coordinator as the City's key representative to:

- Coordinate City's efforts
- Be advocate for the neighborhood
- Facilitate the following four elements
- Maintain on-site communication with citizens.

(b) Strengthening of Neighborhood Organization (Coordinator keeps a low profile, but strengthens the organization) to:

- Facilitate information and acceptance of the program
- Conduct volunteer improvement projects
- Welcome new residents
- Advise regarding city services
- Encourage private reinvestment and property maintenance.

(c) Public action to encourage property maintenance by:

- City assuming responsibility to encourage and regulate maintenance
- Housing Code enforcement
- Expand Housing Code to include exterior and yard appearance
- Requiring minimum standards before insuing an occupancy permit
- Financial and rehabilitation counseling, reinsuring low interest loans, equipment rental
- City acquisition of non-maintained and abandoned buildings; clearance or rehabilitation
- Home ownership incentives and assistance
- Improved landscaping of public properties
- Spot redevelopment where financially feasible.

(d) Neighborhood Interdepartmental Team, with coordinator as chairman, to discuss and coordinate regarding citizen comments, observations, public services, problems, planning, etc.

(e) Neighborhood Services Corporation to decentralize routine City services under a neighborhood board of directors.

7.3 INSTRUCTIONS

1. Influencing Factors. Read the Consultants' Recommended Strategy (7.2). This is their considered recommendations on how to manipulate the directly and indirectly controllable factors ("policy variables") to give this neighborhood a different future.

(a) How would these recommendations change any of the important influencing factors (Boxes 8a, 8L, 11, 14 and 15)? Enter in Box 20, on the line for the influencing factor, its assumed condition/level in five years if the consultants' recommendations were implemented.

(b) Do any of the recommendations create or deal with important influencing factors omitted from the original list (Box 8)? If so, add them in Box 20.

2. Which three of the influencing factors listed in Box 20 will most influence system performance in the next five years? Rank them 3, 2, 1 in Column 21.

3. What will be the net affect of the conditions and levels listed in Box 20, and ranked in Column 21, on the performance indicator? Enter your answer (using the same units of measurement as in Box 6) in Box 22. In Box 23 summarize your rationale.

SCENARIO SEQUENCE 8. EVALUATION

8.1 SITUATION

Shortly after the results of the Delphi Panel's third round were known, members of the Interdepartmental Task Force on Neighborhood Analysis received the following meeting notice from the Task Force Chairman:

"NOTICE OF TASK FORCE MEETING
Thursday, 28 May, 2:00 p.m.
Planning Conference Room"

After consulting with the Manager, I can issue the following clarification of our assignment: The purpose of strategic planning is to establish clear goals for organizational effort. Our Task Force mission is to recommend goals for the neighborhoods we have under study. With the Delphi Panel's findings, and our own analyses, we now have all of the information that was scheduled. We can now assess the implications of the information and recommend an appropriate strategy for the City.

What the Manager wants from us is a strategy to guide his program and budgetary planning. Prior to our meeting as a Task Force, it is vital that each of us give the question to be addressed some careful thought. I've outlined the following questions as a decision tree for us.

(1) What alternative strategies does the City have?
(2) Is the goal clearly stated?
(3) What criteria should be used to decide between strategies?
(4) How do the alternatives measure up to the criteria?
(5) What other questions and approaches should we consider other than those in (1) to (4)?
(6) What do we recommend?

To help us think through our recommendations together, I've attached a Worksheet with these questions somewhat more detailed. Please give these careful thought before our meeting a week from Thursday. If you have any additional agenda items or want to discuss any of this with me before the meeting, please contact me.

8.2 WORKSHEET

To prepare for the Task Force meeting, jot down your thoughts on these questions:

1. Alternative Strategies: What are the alternatives?

   (a) Keep laissez faire stance of the past
   (b) Implement consultant's recommendations
   (c) Modify consultant's recommendation
   (d) Further study (could be combined with a, b or c)
   (e) Other?

2. Goal.

   (a) Is the goal clearly stated? Quantitatively (Box 18)? Qualitatively (Box 19)?

   (b) Are the objective (Box 18) and goal (Box 19) realistic in light of the analyses, particularly the third Delphi Round? Should they be redefined?

3. Criteria. Is each strategy:

   (a) technically feasible (i.e., effective)?

   (b) politically feasible? Would we have adequate support from other agencies and public groups?

   (c) financially feasible?

4. Consequences

(a) How do the alternatives measure up to the criteria?

(b) Do we have the necessary information in hand to determine (a), (b) and (c)? What else do we need? Can we get it? How?

5. Other Questions and Approaches. What other questions and and approaches related to our mission should we address in addition to (1) to (4) preceding?

6. Recommendations. What do we recommend to the Manager in regard to program and budgetary planning initiatives?

SCENARIO SEQUENCE 9. REDEFINITION OF DESIRED STATE

9.1 SITUATION

The Task Force has found at its most recent meeting (in considering Evaluation Worksheet Question 2b) that a redefinition of the desired state of the Aschman Heights neighborhood was needed. Please complete Boxes 24 and 25 on the SS9 Worksheet, using the same procedure as for Boxes 18 and 19, but taking advantage of the new information developed since then.

SCENARIO SEQUENCE 10. MONITORING WITH QUALITY RATINGS

10.1 MANAGERS MEMO

To the Neighborhood Analysis Task Force:

Please accept one additional assignment on top of your already heavy load. The consultants on neighborhood strategies also recommended a monitoring system to gauge changes in overall neighborhood quality. The system is called "Quality Ratings" and is demonstrated in File 1, Part 2. The Quality Rating System is explained in File 5. On first examination there seem to be at least two favorable features to the system, namely:

1. The right column of File 1 seems to provide the layman and the non-technical official with a quick interpretation of the significance of the data in Part 1.

2. Since the City expects to purchase the Profiles of Change data from the Polk Company each year the additional cost of calculating the quality ratings would be small.

However, I still have some questions and would appreciate your giving the system a careful appraisal. My questions are:

1. Are there any statistical quirks in the Quality Ratings, either for Status or Change, that layman should be forewarned about.

2. What function is served by the summary ratings of "Current Status" and "Change" at the top of Part 2.

3. Each Quality Rating has an implicit assumption that a particular direction of status or change in the statistics is "favorable". Compare this assumption with your previous work (in Scenario Sequence 1, I believe). Are the number of groups whose value perspectives would lead to a different conclusion large enough to invalidate the ratings--or at least to mislead unsuspecting lay users into hazardous conclusions.

4. What other factors should we consider?

Part 1: Summary of Tract Characteristics

59	Composite Rank of 8 Key Factors	The ranks for each characteristic in a tract are summed. The ranking of these sums expresses the relative strength of the tract. A low ranking (1,2,3,etc.) suggests socio-economic problems.
87	Number of Business Firms	
1469	Number of Households	
73.52	Percent Households in Single-Unit Structure	
2.09	Average Household Size	

	City	Amount	Rank	
Turnover				Tracts w/ the highest rate for each characteristic are ranked "1", lowest rates are ranked "70" except income index where lowest is "1".
Housing Units	29.23	16.62	58	The # of households(or firms) moving in plus moving out expressed as percentage of current count. Under city column is the average rate. "Amount" is the rate for the tract.
Business Units	27.63	17.39		
Housing				
New Construction				
Two Canvass Vacancies	2.02	.20	63	%housing units vacant over 2 consecutive years.
Total Vacancies (excl new const.)	5.84	1.14	67	%all housing units vacant this year.
Households				
All Households	80,015	1469		Total # HH's for the city and tract respectively.
Female HH's w/Child.	9.02	1.50	59	
Households w/Child.	33.70	15.11	58	5 kinds of HH's expressed as percentage of total HH's. Percentages for each kind in the city and in the tract are given.
Husband/Wife HH's	52.27	52.83		
One Person HH's	28.03	31.38	24	
Renters	51.45	31.38	55	
Occupations				
Retired Heads	20.19	39.89	3	Percentages of retired & jobless HH's in the city & the tract. Significant indicator of concentrations of senior citizens & unemployed.
Jobless Heads	14.89	9.19	50	
High Income Occup.	17.45	20.90		% of HH's w/ incomes above national average.
Income Index	101	97	35	A base of 100 corresponds to mean national avg.
Business				
Firms	9,142	87	35	# businesses in city and tract.
Vacancies	9.78	.00	62	# business units vacant. Avg. level for city and tract are provided.

NEIGHBORHOOD: A

CENSUS TRACT: 102

PART 1: Summary of tract characteristics

59	COMPOSITE RANK OF 8 KEY FACTORS *
87	NUMBER OF BUSINESS FIRMS
1469	NUMBER OF HOUSEHOLDS
73.52	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.09	AVERAGE HOUSEHOLD SIZE

	city	CURRENT AMOUNT	CURRENT RANK	Item	CHANGE AMOUNT	CHANGE PERCENT
TURNOVER						
HOUSING UNITS*	29.23	16.62	58	A		
BUSINESS UNITS	27.63	17.39		B		
HOUSING						
NEW CONSTRUCTION				C	16	1.08
TWO CANVASS VACANCIES*	2.02	.20	63	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	1.14	67	E	-6	-23.08
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1469		F	19	1.31
FEMALE HH'S W/CHILDREN*	9.02	1.50	59	G	-4	-15.38
HOUSEHOLDS W/CHILDREN	33.70	15.11	58	H	4	1.03
HUSBAND/WIFE HH'S	52.27	52.83		I	-17	-2.14
ONE PERSON HH'S*	28.03	31.38	24	J	26	5.98
RENTERS	51.45	31.38	55	K	33	7.71
OCCUPATIONS						
RETIRED HEADS	20.19	39.89	3	L	-5	-.85
JOBLESS HEADS*	14.89	9.19	50	M	7	5.47
HIGH INCOME OCCUPATIONS	17.45	20.90		N	-2	-.65
INCOME INDEX*	101	97	35	O	1	1.03
BUSINESS						
FIRMS	9,142	87	35	P	1	1.16
VACANCIES *	9.78	.00	62	Q	-1	-100.00

PART 2: Quality Rating

Current Status 4 | Change 3

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(-6)	(+1.6)	(+4)		-.4/3
	+23			+2	4
	+1		+.4		3
	+17*			+2	4
	+1*		+.4		3
	-3*	-1			2
	-6*	-2			1
	-2*	-1			2
	-4*	-1			2
	-2*	-1			2
	+1		+.4		3
	+1		+.4		3

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

FILE 1. NEIGHBORHOOD STATUS AND CHANGE DATA, BY CENSUS TRACT

NEIGHBORHOOD: A

CENSUS TRACT: 104

PART 1: Summary of tract characteristics

55 COMPOSITE RANK OF 8 KEY FACTORS *
122 NUMBER OF BUSINESS FIRMS
2904 NUMBER OF HOUSEHOLDS
57.68 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.18 AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
		AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER	city					
HOUSING UNITS*	29.23	30.37	31	A		
BUSINESS UNITS	27.63	35.06		B		
HOUSING						
NEW CONSTRUCTION				C	45	1.59
TWO CANVASS VACANCIES *	2.02	.57	58	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	2.84	56	E	10	13.89
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	2904		F	151	5.48
FEMALE HH'S W/CHILDREN *	9.02	2.10	55	G	-10	-14.08
HOUSEHOLDS W/CHILDREN	33.70	20.11	49	H	-6	-1.02
HUSBAND/WIFE HH'S	52.27	53.72		I	49	3.24
ONE PERSON HH'S*	28.03	35.30	19	J	123	13.64
RENTERS	51.45	42.29	45	K	152	14.13
OCCUPATIONS						
RETIRED HEADS	20.19	27.79	15	L	-24	-2.89
JOBLESS HEADS *	14.89	7.20	55	M	6	2.96
HIGH INCOME OCCUPATIONS	17.45	27.82		N	18	2.28
INCOME INDEX *	101	107	53	O	-2	-1.87
BUSINESS						
FIRMS	9,142	122	24	P	6	5.17
VACANCIES *	9.78	1.61	60	Q	-5	-71.43

PART 2: Quality Rating

Current Status 4 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(-11)	(+0)	(+5)	= -6/2
-14	-2			1
+5			+1	3
+19 *			+2	4
-6 *	-2			1
-2 *	-1			2
-9 *	-2			1
-8 *	-2			1
+2 *			+1	3
-3 *	-1			2
-2	-1			2
+5			+1	3

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.30

NEIGHBORHOOD: 13

CENSUS TRACT: 103

PART 1: Summary of tract characteristics

33	COMPOSITE RANK OF 8 KEY FACTORS *
16	NUMBER OF BUSINESS FIRMS
379	NUMBER OF HOUSEHOLDS
56.46	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.84	AVERAGE HOUSEHOLD SIZE

	CURRENT			Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS *	29.23	35.11	21	A		
BUSINESS UNITS	27.63	5.26		B		
HOUSING						
NEW CONSTRUCTION				C	5	1.14
TWO CANVASS VACANCIES *	2.02	2.56	27	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	11.42	9	E	29	116.00
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	379		F	-34	-8.23
FEMALE HH'S W/CHILDREN*	9.02	8.71	27	G	4	13.79
HOUSEHOLDS W/CHILDREN	33.70	44.33	16	H	2	1.20
HUSBAND/WIFE HH'S	52.27	59.10		I	-33	-12.84
ONE PERSON HH'S *	28.03	20.05	48	J	-11	-12.64
RENTERS	51.45	43.27	44	K	-19	-10.38
OCCUPATIONS						
RETIRED HEADS	20.19	17.94	40	L	-10	-12.82
JOBLESS HEADS *	14.89	10.29	44	M	3	8.33
HIGH INCOME OCCUPATION	17.45	12.66		N	-7	-12.73
INCOME INDEX *	101	97	35	O	8	8.25
BUSINESS						
FIRMS	9,142	16	63	P	0	.00
VACANCIES*	9.78	5.88	42	Q	-1	-50.00

PART 2: Quality Rating

Current Status 2 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(-11)	(+.4)	(+7)	=-3.6/2
-116	-2			1
-8	-2			1
-22*	-2			1
+9*			+2	4
-5*	-1			2
+2*			+1	3
-5*	-1			2
-16*	-2			1
-5*	-1		+2	2
+8			+2	4
+0		+.4		3

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.31

NEIGHBORHOOD: C
CENSUS TRACT: 105

PART 1: Summary of tract characteristics

50	COMPOSITE RANK OF 8 KEY FACTORS *
8	NUMBER OF BUSINESS FIRMS
706	NUMBER OF HOUSEHOLDS
74.08	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.87	AVERAGE HOUSEHOLD SIZE

	CURRENT			Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS *	29.23	21.66	48	A		
BUSINESS UNITS	27.63	30.00		B		
HOUSING						
NEW CONSTRUCTION				C	4	.56
TWO CANVASS VACANCIES *	2.02	1.09	48	D		
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	3.81	44	E	10	55.56
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	706		F	9	1.29
FEMALE HH'S W/CHILDREN *	9.02	5.81	34	G	3	7.89
HOUSEHOLDS W/CHILDREN	33.70	43.34	18	H	-4	-1.29
HUSBAND/WIFE HH'S	52.27	66.86		I	-2	-.42
ONE PERSON HH'S *	28.03	17.85	56	J	4	3.28
RENTERS	51.45	26.06	57	K	25	15.72
OCCUPATIONS						
RETIRED HEADS	20.19	12.46	60	L	-2	-2.22
JOBLESS HEADS *	14.89	5.38	63	M	6	18.75
HIGH INCOME OCCUPATION	17.45	26.35		N	-12	-6.06
INCOME INDEX *	101	110	58	O	-12	-10.91
BUSINESS						
FIRMS	9,142	8	66	P	-1	-11.11
VACANCIES *	9.78	.00	62	Q	0	.00

PART 2: Quality Rating

Current Status: 4 Change: 1

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE → (-17)+(+.4)+(+)=-16.6				1
-56	-2			1
+1		+.4		3
-7 *	-2			1
-2 *	-1			2
-2 *	-1			2
-3 *	-1			2
-18 *	-2			1
-7 *	-2			1
-11	-2			1
-11	-2			1

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.32

NEIGHBORHOOD: C

CENSUS TRACT: 106

PART 1: Summary of tract characteristics

52	COMPOSITE RANK OF 8 KEY FACTORS*
52	NUMBER OF BUSINESS FIRMS
911	NUMBER OF HOUSEHOLDS
75.96	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.82	AVERAGE HOUSEHOLD SIZE

	city	CURRENT AMOUNT	CURRENT RANK	Item	CHANGE AMOUNT	CHANGE PERCENT
TURNOVER						
HOUSING UNITS*	29.23	19.87	54	A		
BUSINESS UNITS	27.63	15.79		B		
HOUSING						
NEW CONSTRUCTION				C	16	1.72
TWO CANVASS VACANCIES*	2.02	.64	57	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	2.97	54	E	15	100.00
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	911		F	-5	-.55
FEMALE HH'S W/CHILDREN*	9.02	6.26	30	G	-7	-10.94
HOUSEHOLDS W/CHILDREN	33.70	37.21	32	H	-1	-.29
HUSBAND/WIFE HH'S	52.27	56.53		I	8	1.58
ONE PERSON HH'S*	28.03	23.16	43	J	-1	-.47
RENTERS	51.45	34.80	53	K	12	3.93
OCCUPATIONS						
RETIRED HEADS	20.19	21.84	31	L	0	.00
JOBLESS HEADS*	14.89	9.66	46	M	7	8.64
HIGH INCOME OCCUPATIONS	17.45	17.12		N	-17	-9.83
INCOME INDEX*	101	98	41	O	-10	-10.20
BUSINESS						
FIRMS	9,142	52	44	P	1	1.96
VACANCIES*	9.78	5.45	41	Q	2	200.00

PART 2: Quality Rating

Current Status 3 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

Item	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
	AREA SCORE →	(-9)	(+1.2)	(+4)	-3.8 / 2
A	-100	-2			1
B					
C					
D					
E					
F	-1		+.4		3
G	+10*			+2	4
H	0*		+.4		3
I	+2*			+1	3
J					
K	-5*	-1			2
L	+1*		+.4		3
M	-10*	-2			1
N	-9*	-2			1
O	-10	-2			1
P	+2			+1	3
Q					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.33

FILE 1. NEIGHBORHOOD STATUS AND CHANGE DATA, BY CENSUS TRACT

NEIGHBORHOOD: C

CENSUS TRACT: 107

PART 1: Summary of tract characteristics

40 COMPOSITE RANK OF 8 KEY FACTORS*
76 NUMBER OF BUSINESS FIRMS
1156 NUMBER OF HOUSEHOLDS
78.03 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.93 AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
		AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER	city					
HOUSING UNITS *	29.23	21.07	52	A		
BUSINESS UNITS	27.63	45.24		B		
HOUSING						
NEW CONSTRUCTION				C	16	1.33
TWO CANVASS VACANCIES *	2.02	1.65	36	D		
TOTAL VACANCIES *		4.22	43	E	7	15.56
(EXCL NEW CONST)	5.84					
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1156		F	-2	-.17
FEMALE HH'S W/CHILDREN *	9.02	12.11	22	G	8	6.06
HOUSEHOLDS W/CHILDREN	33.70	43.51	17	H	-11	-2.14
HUSBAND/WIFE HH'S	52.27	54.67		I	-8	-1.25
ONE PERSON HH'S*	28.03	20.42	47	J	6	2.61
RENTERS	51.45	41.00	48	K	36	8.22
OCCUPATIONS						
RETIRED HEADS	20.19	16.78	44	L	0	.00
JOBLESS HEADS *	14.89	13.24	32	M	25	19.53
HIGH INCOME OCCUPATION	17.45	13.24		N	2	1.32
INCOME INDEX *	101	96	34	O	-6	-6.25
BUSINESS						
FIRMS	9,142	76	37	P	0	.00
VACANCIES *	9.78	13.64	14	Q	2	20.00

PART 2: Quality Rating

Current Status 3 | Change 1

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →		(-11)	(+2)	(+0)	-9 / 1
	-16	-2			1
	0		+.4		3
	-6*	-2			1
	-2*	-1			2
	-1*		+.4		3
	-8*	-2			1
	0*		+.4		3
	-20*	-2			1
	+1*		+.4		3
	-6	-2			1
	0		+.4		3

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.34

PART 1: Summary of tract characteristics

22	COMPOSITE RANK OF 8 KEY FACTORS *
48	NUMBER OF BUSINESS FIRMS
1257	NUMBER OF HOUSEHOLDS
62.85	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.67	AVERAGE HOUSEHOLD SIZE

	CURRENT			CHANGE	
	city	AMOUNT	RANK	AMOUNT	PERCENT
TURNOVER					
HOUSING UNITS*	29.23	25.85	41		
BUSINESS UNITS	27.63	26.98			
HOUSING					
NEW CONSTRUCTION				21	1.54
TWO CANVASS VACANCIES*	2.02	3.23	18		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	7.55	25	31	41.89
HOUSEHOLDS					
ALL HOUSEHOLDS	80,015	1257		-31	-2.41
FEMALE HH'S W/CHILDREN*	9.02	15.59	13	13	7.10
HOUSEHOLDS W/CHILDREN	33.70	42.08	22	6	1.15
HUSBAND/WIFE HH'S	52.27	47.18		-26	-4.20
ONE PERSON HH'S*	28.03	23.39	41	-9	-2.97
RENTERS	51.45	58.79	31	0	.00
OCCUPATIONS					
RETIRED HEADS	20.19	15.99	46	1	.50
JOBLESS HEADS*	14.89	18.14	19	13	6.05
HIGH INCOME OCCUPATION	17.45	11.93		0	.00
INCOME INDEX*	101	95	33	0	.00
BUSINESS					
FIRMS	9,142	48	47	-3	-5.88
VACANCIES *	9.78	12.73	16	3	75.00

PART 2: Quality Rating

Current Status 2 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

Item	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
	AREA SCORE →	(-11)	(+.4)	(+3)	-7.6/2
A	-42	-2			1
B					
C					
D					
E	-2	-1			2
F	-9*	-2			1
G	+3*			+1	3
H	-2*	-1			1
I					
J	-2*	-1			1
K					
L	+3*			+1	3
M	-8*	-2			1
N	+2*			+1	3
O	0		+.4		3
P	-6	-2			1
Q					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

NEIGHBORHOOD: C

CENSUS TRACT: 110

VI.1.35

FILE 1. NEIGHBORHOOD STATUS AND CHANGE DATA, BY CENSUS TRACT

NEIGHBORHOOD: D CENSUS TRACT: 202

PART 1: Summary of tract characteristics

25 COMPOSITE RANK OF 3 KEY FACTORS*
29 NUMBER OF BUSINESS FIRMS
1502 NUMBER OF HOUSEHOLDS
92.48 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
3.07 AVERAGE HOUSEHOLD SIZE

PART 2: Quality Rating

Current Status 2 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	city	CURRENT AMOUNT	CURRENT RANK	Item	CHANGE AMOUNT	CHANGE PERCENT	% and kind of change	classification and weight: negative	classification and weight: little change	classification and weight: positive	Quality of Change
TURNOVER											
HOUSING UNITS *	29.23	24.78	43	A							
BUSINESS UNITS	27.63	16.67		B							
HOUSING											
NEW CONSTRUCTION				C	15	.97					
TWO CANVASS VACANCIES *	2.02	1.35	46	D			AREA SCORE →	(-8) *	(+1.6) *	(+4) =	2.4/2
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	2.96	55	E	-7	-12.73	+13			+2	4
HOUSEHOLDS											
ALL HOUSEHOLDS	80,015	1502		F	5	.33	0		+.4		3
FEMALE HH'S W/CHILDREN *	9.02	36.62	4	G	5	.92	-1 *		+.4		3
HOUSEHOLDS W/CHILDREN	33.70	60.39	4	H	22	2.49	+2 *			+1	3
HUSBAND/WIFE HH'S	52.27	30.43		I	-29	-5.97	-6 *	-2			1
ONE PERSON HH'S *	28.03	19.57	50	J	-2	-.68					
RENTERS	51.45	76.30	14	K	13	1.15	+1 *		+.4		3
OCCUPATIONS											
RETIRED HEADS	20.19	9.19	62	L	-12	-8.00	-8 *	-2			1
JOBLESS HEADS *	14.89	43.28	2	M	55	9.24	-9 *	-2			1
HIGH INCOME OCCUPATIONS	17.45	4.26		N	-4	-5.88	-6 *	-2			1
INCOME INDEX *	101	88	15	O	-1	-1.14	-1		+.4		3
BUSINESS											
FIRMS	9,142	29	55	P	1	3.57	+4			+1	3
VACANCIES *	9.78	9.38	26	Q	0	.00					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.36

FILE 1. NEIGHBORHOOD STATUS AND CHANGE DATA, BY CENSUS TRACT

Strategic Planning

NEIGHBORHOOD: D

CENSUS TRACT: 203

PART 1: Summary of tract characteristics

14	COMPOSITE RANK OF 8 KEY FACTORS*
51	NUMBER OF BUSINESS FIRMS
1067	NUMBER OF HOUSEHOLDS
85.47	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.66	AVERAGE HOUSEHOLD SIZE

	CURRENT			Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS*	29.23	22.65	46	A		
BUSINESS UNITS	27.63	43.64		B		
HOUSING						
NEW CONSTRUCTION				C	26	2.16
TWO CANVASS VACANCIES*	2.02	4.49	11	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	9.14	15	E	35	40.23
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1067		F	-50	-4.48
FEMALE HH'S W/CHILDREN*	9.02	12.84	19	G	-26	-15.95
HOUSEHOLDS W/CHILDREN	33.70	37.77	28	H	-40	-9.03
HUSBAND/WIFE HH'S	52.27	48.92		I	-15	-2.79
ONE PERSON HH'S*	28.03	25.68	33	J	12	4.58
RENTERS	51.45	41.42	47	K	-21	-4.54
OCCUPATIONS						
RETIRED HEADS	20.19	21.46	33	L	-5	-2.14
JOBLESS HEADS*	14.89	18.09	20	M	-16	-7.[illegible]
HIGH INCOME OCCUPATION	17.45	7.22		N	-1	-1.28
INCOME INDEX*	101	88	15	O	1	1.14
BUSINESS						
FIRMS	9,142	51	46	P	0	.00
VACANCIES*	9.78	15.00	11	Q	5	125.00

PART 2: Quality Rating

Current Status 1 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

Item	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
	AREA SCORE →	(-4)	(+1.6)*	(+5)	=+2.6/3
A	-40	-2			1
B					
C					
D					
E					
F	-4	-1			2
G	+12*			+2	4
H	-5*	-1			2
I	+1*		+.4		3
J					
K	0*		+.4		3
L	+2*			+1	3
M	+4*			+1	3
N	+3*			+1	3
O	+1		+.4		3
P	0		+.4		3
Q					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.37

FILE 1. NEIGHBORHOOD STATUS AND CHANGE DATA, BY CENSUS TRACT

NEIGHBORHOOD: D

CENSUS TRACT: 204

PART 1: Summary of tract characteristics

26 COMPOSITE RANK OF 8 KEY FACTORS *
47 NUMBER OF BUSINESS FIRMS
1461 NUMBER OF HOUSEHOLDS
81.66 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
3.39 AVERAGE HOUSEHOLD SIZE

	CURRENT			Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS*	29.23	25.12	42	A		
BUSINESS UNITS	27.63	31.91		B		
HOUSING						
NEW CONSTRUCTION				C	36	2.35
TWO CANVASS VACANCIES*	2.02	2.01	30	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	4.93	39	E	16	24.24
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1461		F	-4	-.27
FEMALE HH'S W/CHILDREN*	9.02	32.31	5	G	9	1.94
HOUSEHOLDS W/CHILDREN	33.70	62.70	2	H	-9	-.97
HUSBAND/WIFE HH'S	52.27	42.03		I	-26	-4.06
ONE PERSON HH'S*	28.03	15.13	62	J	5	2.31
RENTERS	51.45	70.64	20	K	-13	-1.24
OCCUPATIONS						
RETIRED HEADS	20.19	11.50	61	L	1	.60
JOBLESS HEADS*	14.89	28.88	5	M	16	3.94
HIGH INCOME OCCUPATIONS	17.45	4.45		N	7	12.07
INCOME INDEX*	101	90	21	O	4	4.44
BUSINESS						
FIRMS	9,142	47	48	P	6	14.63
VACANCIES*	9.78	6.00	40	Q	-1	-25.00

PART 2: Quality Rating

Current Status 2 | Change 3

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(-5) +	(+1.6) +	(+5) =	+1.6 / 3	
TWO CANVASS VACANCIES*	-24	-2			1
ALL HOUSEHOLDS	0		+.4		3
FEMALE HH'S W/CHILDREN*	-2*	-1			2
HOUSEHOLDS W/CHILDREN	-1*		+.4		3
HUSBAND/WIFE HH'S	-4*	-1			2
RENTERS	+1*		+.4		3
RETIRED HEADS	+1*		+.4		3
JOBLESS HEADS*	-4*	-1			2
HIGH INCOME OCCUPATIONS	+12*			+2	1
INCOME INDEX*	+4			+1	3
FIRMS	+15			+2	4
VACANCIES*					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.38

PART 1: Summary of tract characteristics

3 COMPOSITE RANK OF 8 KEY FACTORS *
74 NUMBER OF BUSINESS FIRMS
831 NUMBER OF HOUSEHOLDS
79.54 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.79 AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS*	29.23	33.10	24	A		
BUSINESS UNITS	27.63	26.88		B		
HOUSING						
NEW CONSTRUCTION				C	36	3.77
TWO CANVASS VACANCIES*	2.02	6.50	5	D		
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	11.84	7	E	27	27.84
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	831		F	-27	-3.15
FEMALE HH'S W/CHILDREN*	9.02	18.65	9	G	-14	-8.28
HOUSEHOLDS W/CHILDREN	33.70	40.31	24	H	-17	-4.83
HUSBAND/WIFE HH'S	52.27	38.99		I	-9	-2.70
ONE PERSON HH'S *	28.03	26.47	31	J	12	5.77
RENTERS	51.45	73.53	18	K	-16	-2.55
OCCUPATIONS						
RETIRED HEADS	20.19	21.42	34	L	1	.56
JOBLESS HEADS *	14.89	27.20	7	M	-13	-5.44
HIGH INCOME OCCUPATION	17.45	3.13		N	1	4.00
INCOME INDEX *	101	82	6	O	2	2.44
BUSINESS						
FIRMS	9,142	74	38	P	3	4.23
VACANCIES *	9.78	18.68	4	Q	0	.00

PART 2: Quality Rating

CENSUS TRACT: 206 NEIGHBORHOOD: E

Current Status 1 Change 3

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

Item	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →		(-4)	(+.8)	(+7)	+3.8/3
E	-28	-2			1
F	-3	-1			2
G	+5*			+1	3
H	-2*	-1			2
I	0*		+.4		3
J					
K	0*		+.4		3
L	+4*			+1	3
M	+2*			+1	3
N	+7*			+2	4
O	+2			+1	3
P	+4			+1	3
Q					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

NEIGHBORHOOD: E CENSUS TRACT: 207

PART 1: Summary of tract characteristics

1 COMPOSITE RANK OF 8 KEY FACTORS *
87 NUMBER OF BUSINESS FIRMS
847 NUMBER OF HOUSEHOLDS
76.27 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.60 AVERAGE HOUSEHOLD SIZE

	city	CURRENT AMOUNT	CURRENT RANK	Item	CHANGE AMOUNT	CHANGE PERCENT
TURNOVER						
HOUSING UNITS *	29.23	33.18	23	A		
BUSINESS UNITS	27.63	23.71		B		
HOUSING						
NEW CONSTRUCTION				C	28	2.78
TWO CANVASS VACANCIES *	2.02	8.70	3	D		
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	14.30	5	E	19	13.29
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	847		F	-18	-2.08
FEMALE HH'S W/CHILDREN *	9.02	21.25	6	G	7	4.05
HOUSEHOLDS W/CHILDREN	33.70	38.84	26	H	-7	-2.08
HUSBAND/WIFE HH'S	52.27	31.40		I	-20	-6.99
ONE PERSON HH'S *	28.03	29.63	27	J	5	2.03
RENTERS	51.45	67.06	24	K	-12	-2.07
OCCUPATIONS						
RETIRED HEADS	20.19	23.49	26	L	10	5.29
JOBLESS HEADS *	14.89	26.09	11	M	-1	-.45
HIGH INCOME OCCUPATION	17.45	3.42		N	-7	-19.44
INCOME INDEX *	101	82	6	O	-6	-7.32
BUSINESS						
FIRMS	9,142	87	35	P	-1	-1.14
VACANC[illegible] *	9.78	16.35	6	Q	[illegible]	21.43

60

PART 2: Quality Rating

Current Status 1 Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(-10) +	(+1.2) +	(+3) =	-5.8/2
-13	-2			1
-2	-1			2
-6 *	-2			1
0 *		+.4		3
-5 *	-1			2
+7 *			+2	4
+2 *			+1	3
-17 *	-2			1
-7	-2			1
-1		+.4		3

* BASED ON COMPARISON WITH "ALL HOUSE[illegible]"

FILE 1. NEIGHBORHOOD STATUS AND CHANGE DATA, BY CENSUS TRACT

Strategic Planning

NEIGHBORHOOD: F

CENSUS TRACT: 208

PART 1: Summary of tract characteristics

11 COMPOSITE RANK OF 8 KEY FACTORS *
43 NUMBER OF BUSINESS FIRMS
1009 NUMBER OF HOUSEHOLDS
62.34 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.70 AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
		AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER	city					
HOUSING UNITS*	29.23	30.72	30	A		
BUSINESS UNITS	27.63	30.00		B		
HOUSING						
NEW CONSTRUCTION				C	39	3.50
TWO CANVASS VACANCIES *	2.02	4.32	13	D		
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	8.72	17	E	24	28.92
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1009		F	-23	-2.23
FEMALE HH'S W/CHILDREN*	9.02	18.83	8	G	13	7.34
HOUSEHOLDS W/CHILDREN	33.70	42.72	21	H	2	.47
HUSBAND/WIFE HH'S	52.27	37.86		I	-31	-7.51
ONE PERSON HH'S*	28.03	29.93	26	J	-4	-1.31
RENTERS	51.45	75.02	16	K	-22	-2.82
OCCUPATIONS						
RETIRED HEADS	20.19	16.45	45	L	-21	-11.23
JOBLESS HEADS*	14.89	26.46	8	M	21	8.54
HIGH INCOME OCCUPATION	17.45	6.74		N	-3	-4.23
INCOME INDEX *	101	89	17	O	5	5.62
BUSINESS						
FIRMS	9,142	43	54	P	-1	-2.27
VACANCIES * 62	9.78	12.24	17	Q	0	.00

PART 2: Quality Rating

Current Status 1 | Change 1

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

% and kind of change	classification and weight: negative	little change	positive	Quality of Change
ITEM SCORE →	(-13)	(+.4)	(+3)	= -9.6/1
-29	-2			1
-2	-1			2
-9 *	-2			1
+2 *			+1	3
-6 *	-2			1
+1 *		+.4		3
-9 *	-2			1
-11 *	-2			1
-2 *	-1			2
+6			+2	4
-2	-1			2

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.41

63

FILE 1. NEIGHBORHOOD STATUS AND CHANGE DATA, BY CENSUS TRACT

NEIGHBORHOOD: F

CENSUS TRACT: 209

PART 1: Summary of tract characteristics

23 COMPOSITE RANK OF 8 KEY FACTORS *
45 NUMBER OF BUSINESS FIRMS
1512 NUMBER OF HOUSEHOLDS
64.35 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.77 AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS *	29.23	27.72	37	A		
BUSINESS UNITS	27.63	28.85		B		
HOUSING						
NEW CONSTRUCTION				C	22	1.30
TWO CANVASS VACANCIES *	2.02	2.76	23	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	8.95	16	E	47	40.17
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1512		F	-68	-4.30
FEMALE HH'S W/CHILDREN *	9.02	13.23	18	G	5	2.56
HOUSEHOLDS W/CHILDREN	33.70	40.41	23	H	-4	-.65
HUSBAND/WIFE HH'S	52.27	48.61		I	-23	-3.03
ONE PERSON HH'S *	28.03	24.40	36	J	-56	-13.18
RENTERS	51.45	49.74	37	K	-58	-7.16
OCCUPATIONS						
RETIRED HEADS	20.19	19.51	37	L	3	1.03
JOBLESS HEADS *	14.89	17.20	23	M	5	1.96
HIGH INCOME OCCUPATION	17.45	8.47		N	-2	-1.54
INCOME INDEX *	101	91	25	O	-3	-3.30
BUSINESS						
FIRMS	9,142	45	51	P	1	2.27
VACANCIES *	64 9.78	8.16	31	Q	0	.00

PART 2: Quality Rating

Current Status 2 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

Item	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →		(-8)	(+4)	(+5) = -2.6	2
A	-40	-2			1
B					
C					
D					
E					
F	-4	-1			2
G	-7 *	-2			1
H	+3 *			+1	3
I	+1 *		+.4		3
J					
K	+3 *			+1	3
L	+5 *			+1	3
M	-6 *	-2			1
N	+2 *			+1	3
O	-3	-1			2
P	+2			+1	3
Q					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

NEIGHBORHOOD: G

CENSUS TRACT: 302

PART 1: Summary of tract characteristics

4 COMPOSITE RANK OF 8 KEY FACTORS*
323 NUMBER OF BUSINESS FIRMS
913 NUMBER OF HOUSEHOLDS
71.30 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.04 AVERAGE HOUSEHOLD SIZE

	city	CURRENT AMOUNT	CURRENT RANK	Item	CHANGE AMOUNT	CHANGE PERCENT
TURNOVER						
HOUSING UNITS *	29.23	41.24	13	A		
BUSINESS UNITS	27.63	28.10		B		
HOUSING						
NEW CONSTRUCTION				C	90	9.46
TWO CANVASS VACANCIES*	2.02	5.91	7	D		
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	8.47	20	E	-20	-15.50
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	913		F	91	11.07
FEMALE HH'S W/CHILDREN *	9.02	8.87	26	G	2	2.53
HOUSEHOLDS W/CHILDREN	33.70	18.51	54	H	18	11.92
HUSBAND/WIFE HH'S	52.27	27.05		I	39	18.75
ONE PERSON HH'S *	28.03	43.26	11	J	40	11.27
RENTERS	51.45	80.28	10	K	91	14.17
OCCUPATIONS						
RETIRED HEADS	20.19	35.05	7	L	34	11.89
JOBLESS HEADS*	14.89	22.78	15	M	35	20.23
HIGH INCOME OCCUPATION	17.45	6.02		N	9	19.57
INCOME INDEX*	101	79	5	O	2	2.53
BUSINESS						
FIRMS	9,142	323	4	P	-5	-1.52
VACANCIES*	9.78	15.22	9	Q	7	13.73

PART 2: Quality Rating

Current Status 1 Change 3

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →		(-4)	(+.8)	(+11) = +7.8	3
TURNOVER	+16			+2	4
HOUSEHOLDS					
ALL HOUSEHOLDS	+11			+2	4
FEMALE HH'S W/CHILDREN *	+8 *			+2	4
HOUSEHOLDS W/CHILDREN	+1 *		+.4		3
HUSBAND/WIFE HH'S	+8 *			+2	4
ONE PERSON HH'S *					
RENTERS	-3 *	-1			2
OCCUPATIONS					
RETIRED HEADS	+1 *		+.4		3
JOBLESS HEADS*	-9 *	-2			1
HIGH INCOME OCCUPATION	+9 *			+2	4
INCOME INDEX*	+3			+1	3
BUSINESS					
FIRMS	-2	-1			2
VACANCIES*					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.43

FILE 1. NEIGHBORHOOD STATUS AND CHANGE DATA, BY CENSUS TRACT

NEIGHBORHOOD: G

CENSUS TRACT: 303

PART 1: Summary of tract characteristics

6 COMPOSITE RANK OF 8 KEY FACTORS*
121 NUMBER OF BUSINESS FIRMS
22 NUMBER OF HOUSEHOLDS
72.73 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.41 AVERAGE HOUSEHOLD SIZE

	city	CURRENT AMOUNT	CURRENT RANK	Item	CHANGE AMOUNT	CHANGE PERCENT
TURNOVER						
HOUSING UNITS*	29.23	58.33	2	A		
BUSINESS UNITS	27.63	17.11		B		
HOUSING						
NEW CONSTRUCTION				C	2	6.25
TWO CANVASS VACANCIES *	2.02	17.24	2	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	20.69	3	E	-1	-12.50
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	22		F	-2	-8.33
FEMALE HH'S W/CHILDREN*	9.02	.00	66	G	0	.00
HOUSEHOLDS W/CHILDREN	33.70	13.64	61	H	-3	-50.00
HUSBAND/WIFE HH'S	52.27	36.36		I	-1	-11.11
ONE PERSON HH'S*	28.03	36.36	17	J	2	33.33
RENTERS	51.45	77.27	13	K	-2	-10.53
OCCUPATIONS						
RETIRED HEADS	20.19	31.82	10	L	-4	-36.36
JOBLESS HEADS*	14.89	18.18	18	M	2	100.00
HIGH INCOME OCCUPATION	17.45	9.09		N	2	.00
INCOME INDEX*	101	77	3	O	12	15.58
BUSINESS						
FIRMS	9,142	121	25	P	10	9.01
VACANCIES*	9.78	15.38	0	Q	-1	-4.35

PART 2: Quality Rating

Current Status ___ Change ___

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(−) +	(+) +	(+) =	
*				
*				
*				
*				
*				
*				
*				

INSUFFICIENT DATA

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.44

PART 1: Summary of tract characteristics

19 COMPOSITE RANK OF 8 KEY FACTORS *
714 NUMBER OF BUSINESS FIRMS
4 NUMBER OF HOUSEHOLDS
.00 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
1.00 AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
		AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER	city					
HOUSING UNITS *	29.23	200.00	1	A		
BUSINESS UNITS	27.63	25.70		B		
HOUSING						
NEW CONSTRUCTION				C	0	.00
TWO CANVASS VACANCIES *	2.02	50.00	1	D		
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	50.00	1	E	0	.00
HOUSEHOLDS						
ALL HOUSEHOLDS	60,015	4		F	2	100.00
FEMALE HH'S W/CHILDREN *	9.02	.00	66	G	0	.00
HOUSEHOLDS W/CHILDREN	33.70	.00	69	H	0	.00
HUSBAND/WIFE HH'S	52.27	.00		I	0	.00
ONE PERSON HH'S *	28.03	100.00	1	J	3	300.00
RENTERS	51.45	100.00	1	K	2	100.00
OCCUPATIONS						
RETIRED HEADS	20.19	.00	68	L	0	.00
JOBLESS HEADS *	14.89	.00	67	M	0	.00
HIGH INCOME OCCUPATION	17.45	100.00		N	3	300.00
INCOME INDEX *	101	207	70	O	77	37.20
BUSINESS						
FIRMS	9,142	714	1	P	14	2.00
VACANCIES *	9.78	13.87	12	Q	-2	-1.71

VI.1.45

PART 2: Quality Rating

Current Status ___ Change ___

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

NEIGHBORHOOD: G

CENSUS TRACT: 304

% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(−) +	(+)	+ (+)	= 1
*				
*				
*				
*				
*				
*				

INSUFFICIENT DATA

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

Policy/Program Analysis and Evaluation Techniques

FILE 1. NEIGHBORHOOD STATUS AND CHANGE DATA, BY CENSUS TRACT

NEIGHBORHOOD: G

CENSUS TRACT: 305

PART 1: Summary of tract characteristics

21	COMPOSITE RANK OF 8 KEY FACTORS *
660	NUMBER OF BUSINESS FIRMS
712	NUMBER OF HOUSEHOLDS
8.15	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
1.42	AVERAGE HOUSEHOLD SIZE

	CURRENT			Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS *	29.23	44.59	10	A		
BUSINESS UNITS	27.63	27.31		B		
HOUSING						
NEW CONSTRUCTION				C	33	4.50
TWO CANVASS VACANCIES *	2.02	2.99	20	D		
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	7.01	26	E	-1	-1.72
HOUSEHOLDS						
ALL HOUSEHOLDS	60,015	712		F	37	5.48
FEMALE HH'S W/CHILDREN *	9.02	1.97	56	G	3	27.27
HOUSEHOLDS W/CHILDREN	33.70	3.65	68	H	-6	-18.75
HUSBAND/WIFE HH'S	52.27	19.80		I	-20	-12.42
ONE PERSON HH'S *	28.03	71.35	3	J	39	8.32
RENTERS	51.45	98.17	3	K	36	5.43
OCCUPATIONS						
RETIRED HEADS	20.19	22.61	28	L	7	4.55
JOBLESS HEADS *	14.89	10.96	39	M	8	11.43
HIGH INCOME OCCUPATION	17.45	25.84		N	12	6.98
INCOME INDEX *	101	109	55	O	2	1.83
BUSINESS						
FIRMS	9,142	660	2	P	-17	-2.51
VACANCIES *	9.78	12.23	18	Q	7	8.24

PART 2: Quality Rating

Current Status 2 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(-9)	(+.8)	(+4)	= -4.2	2
	+2			+1	3
	+5			+1	3
	-22 *	-2			1
	-24 *	-2			1
	-17 *	-2			1
	0 *		+.4		3
	0 *		+.4		3
	-6 *	-2			1
	+2 *			+1	3
	+2			+1	3
	-3	-1			2

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.46

72

F3

NEIGHBORHOOD: H

CENSUS TRACT: 403

PART 1: Summary of tract characteristics

12	COMPOSITE RANK OF 6 KEY FACTORS *
193	NUMBER OF BUSINESS FIRMS
517	NUMBER OF HOUSEHOLDS
41.20	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
1.74	AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS *	29.23	44.38	9	A		
BUSINESS UNITS	27.63	33.94		B		
HOUSING						
NEW CONSTRUCTION				C	18	2.94
TWO CANVASS VACANCIES*	2.02	5.62	9	D		
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	11.24	10	E	5	6.67
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	517		F	-20	-3.72
FEMALE HH'S W/CHILDREN*	9.02	2.51	49	G	-9	-40.91
HOUSEHOLDS W/CHILDREN	33.70	12.57	62	H	-10	-13.33
HUSBAND/WIFE HH'S	52.27	27.47		I	-19	-11.80
ONE PERSON HH'S *	28.03	59.57	6	J	12	4.05
RENTERS	51.45	89.17	5	K	-13	-2.74
OCCUPATIONS						
RETIRED HEADS	20.19	28.63	13	L	-14	-8.64
JOBLESS HEADS *	14.89	13.73	31	M	8	12.70
HIGH INCOME OCCUPATION	17.45	10.83		N	-8	-12.50
INCOME INDEX *	101	84	10	O	-4	-4.76
BUSINESS						
FIRMS	9,142	193	13	P	18	10.29
VACANCIES *	9.78	8.96	27	Q	-4	-17.10

PART 2: Quality Rating

Current Status 1 | Change 1

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

Item	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →		(-13) +	(+.4) +	(+4) =	-8.6/ 1
A	-7	-2			1
B					
C					
D					
E					
F	-4	-1			2
G	+37*			+2	4
H	-9*	-2			1
I	-8*	-2			1
J					
K	+1*		+.4		3
L	-5*	-1			2
M	-17*	-2			1
N	-17*	-2			1
O	-5	-1			2
P	+10			+2	4
Q					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.47

NEIGHBORHOOD: H
CENSUS TRACT: 404

PART 1: Summary of tract characteristics

24 COMPOSITE RANK OF 8 KEY FACTORS *
141 NUMBER OF BUSINESS FIRMS
1741 NUMBER OF HOUSEHOLDS
30.10 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
1.62 AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
		AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER	city					
HOUSING UNITS *	29.23	47.40	6	A		
BUSINESS UNITS	27.63	44.78		B		
HOUSING						
NEW CONSTRUCTION				C	36	1.94
TWO CANVASS VACANCIES *	2.02	2.38	28	D		
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	7.92	23	E	-10	-6.21
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1741		F	49	2.90
FEMALE HH'S W/CHILDREN*	9.02	1.38	60	G	10	71.43
HOUSEHOLDS W/CHILDREN	33.70	8.33	65	H	2	1.40
HUSBAND/WIFE HH'S	52.27	22.23		I	-6	-1.53
ONE PERSON HH'S *	28.03	60.71	5	J	55	5.49
RENTERS	51.45	79.61	11	K	54	4.05
OCCUPATIONS						
RETIRED HEADS	20.19	20.10	36	L	-44	-11.17
JOBLESS HEADS *	14.89	10.91	41	M	5	2.70
HIGH INCOME OCCUPATION	17.45	16.77		N	-19	-6.11
INCOME INDEX *	101	93	29	O	-1	-1.08
BUSINESS						
FIRMS	9,142	141	21	P	-8	-5.37
VACANCIES*	9.78	6.00	40	Q	4	80.00

PART 2: Quality Rating

Current Status 2 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

Item	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
	AREA SCORE →	(-9) +	(+1.2) +	(+3) =	-4.8 / 2
A	+6			+2	4
F	+3			+1	3
G	-68 *	-2			1
H	-2 *	-1			2
I	-5 *	-1			2
J					
K	-1 *		+.4		3
L	-14 *	-2			1
M	0 *		+.4		3
N	-9 *	-2			1
O	-1		+.4		3
P	-5	-1			2

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.48

NEIGHBORHOOD: H

CENSUS TRACT: 405

PART 1: Summary of tract characteristics

28	COMPOSITE RANK OF 8 KEY FACTORS *
295	NUMBER OF BUSINESS FIRMS
1801	NUMBER OF HOUSEHOLDS
32.32	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
1.55	AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS*	29.23	46.36	7	A		
BUSINESS UNITS	27.63	25.96		B		
HOUSING						
NEW CONSTRUCTION				C	16	.84
TWO CANVASS VACANCIES*	2.02	2.70	25	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	8.06	22	E	22	15.49
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1801		F	30	1.69
FEMALE HH'S W/CHILDREN*	9.02	1.28	63	G	3	15.00
HOUSEHOLDS W/CHILDREN	33.70	7.72	67	H	-9	-6.08
HUSBAND/WIFE HH'S	52.27	27.93		I	-12	-2.33
ONE PERSON HH'S*	26.03	61.80	4	J	92	9.01
RENTERS	51.45	81.29	9	K	55	3.90
OCCUPATIONS						
RETIRED HEADS	20.19	24.10	24	L	-3	-.69
JOBLESS HEADS*	14.89	10.49	43	M	10	5.59
HIGH INCOME OCCUPATION	17.45	20.21		N	7	1.96
INCOME INDEX*	101	101	45	O	-1	-.99
BUSINESS						
FIRMS	9,142	295	5	P	8	2.79
VACANCIES*	9.78	4.22	51	Q	-3	-18.75

PART 2: Quality Rating

Current Status 2 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

Item	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
	AREA SCORE →	(-10)	(+.8)	(+2)	= 7.2 / 2
A	-15	-2			1
B					
C					
D					
E					
F	+2			+1	3
G	-13*	-2			1
H	-8*	-2			1
I	-4*	-1			2
J					
K	-2*	-1			2
L	-3*	-1			2
M	-4*	-1			2
N	0*		+.4		3
O	-1		+.4		3
P	+3			+1	3
Q					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.49

NEIGHBORHOOD: H

CENSUS TRACT: 410

PART 1: Summary of tract characteristics

34 • COMPOSITE RANK OF 8 KEY FACTORS*
95 NUMBER OF BUSINESS FIRMS
1514 NUMBER OF HOUSEHOLDS
52.64 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
1.75 AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS*	29.23	40.77	15	A		
BUSINESS UNITS	27.63	16.36		B		
HOUSING						
NEW CONSTRUCTION				C	23	1.44
TWO CANVASS VACANCIES*	2.02	1.68	32	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	5.42	35	E	8	9.76
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1514		F	3	.20
FEMALE HH'S W/CHILDREN*	9.02	1.32	61	G	-6	-23.08
HOUSEHOLDS W/CHILDREN	33.70	9.51	64	H	-23	-13.77
HUSBAND/WIFE HH'S	52.27	30.98		I	-20	-4.09
ONE PERSON HH'S*	28.03	50.59	8	J	39	5.36
RENTERS	51.45	66.78	25	K	31	3.16
OCCUPATIONS						
RETIRED HEADS	20.19	21.80	32	L	-42	-11.20
JOBLESS HEADS*	14.89	9.91	45	M	-11	-6.83
HIGH INCOME OCCUPATION	17.45	22.19		N	-17	-4.82
INCOME INDEX*	101	103	49	O	0	.00
BUSINESS						
FIRMS	9,142	95	33	P	-3	-3.06
VACANCIES*	9.78	9.52	25	Q	4	66.67

PART 2: Quality Rating

Current Status 2 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(−10) +	(+.8) +	(+4) =	-5.2 / 2
-10	-2			1
0		+.4		3
+23*			+2	4
-14*	-2			1
-4*	-1			2
-3*	-1			2
-11*	-2			1
+7*			+2	3
-5*	-1			2
0		+.4		3
-3	-1			2

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.50

NEIGHBORHOOD: H

CENSUS TRACT: 411

PART 1: Summary of tract characteristics

9	COMPOSITE RANK OF 8 KEY FACTORS*
237	NUMBER OF BUSINESS FIRMS
1790	NUMBER OF HOUSEHOLDS
71.45	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.24	AVERAGE HOUSEHOLD SIZE

		CURRENT		Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS*	29.23	36.45	18	A		
BUSINESS UNITS	27.63	27.99		B		
HOUSING						
NEW CONSTRUCTION				C	66	3.44
TWO CANVASS VACANCIES*	2.02	3.68	16	D		
TOTAL VACANCIES * (EXCL NEW CONST)	5.84	8.18	21	E	14	8.97
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1790		F	26	1.47
FEMALE HH'S W/CHILDREN*	9.02	11.23	23	G	-7	-3.35
HOUSEHOLDS W/CHILDREN	33.70	25.59	47	H	-25	-5.18
HUSBAND/WIFE HH'S	52.27	34.69		I	-24	-3.72
ONE PERSON HH'S *	28.03	39.78	13	J	57	8.70
RENTERS	51.45	78.83	12	K	39	2.84
OCCUPATIONS						
RETIRED HEADS	20.19	22.01	30	L	-12	-2.96
JOBLESS HEADS *	14.89	21.28	16	M	17	4.67
HIGH INCOME OCCUPATION	17.45	6.70		N	3	2.56
INCOME INDEX *	101	85	12	O	1	1.18
BUSINESS						
FIRMS	9,142	237	6	P	7	3.04
AGENCIES*	9.78	13.02	13	Q	1	2.70

PART 2: Quality Rating

Current Status 1 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
	AREA SCORE →	(-8)	(+.8)	(+3)	=-4.2/2
A	-9	-2			1
B					
C					
D					
E					
F	+1		+.4		3
G	+4*			+1	3
H	-6*	-2			1
I	-5*	-1			2
J					
K	-2*	-1			2
L	-4*	-1			2
M	-4*	-1			2
N	+2*			+1	3
O	+1		+.4		3
P	+3			+1	3
Q					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.51

NEIGHBORHOOD: I

CENSUS TRACT: 4/13

PART 1: Summary of tract characteristics

8 COMPOSITE RANK OF 8 KEY FACTORS*
45 NUMBER OF BUSINESS FIRMS
1256 NUMBER OF HOUSEHOLDS
72.21 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.58 AVERAGE HOUSEHOLD SIZE

	city	CURRENT AMOUNT	CURRENT RANK	Item	CHANGE AMOUNT	CHANGE PERCENT
TURNOVER						
HOUSING UNITS*	29.23	30.06	32	A		
BUSINESS UNITS	27.63	55.56		B		
HOUSING						
NEW CONSTRUCTION				C	28	1.90
TWO CANVASS VACANCIES *	2.02	5.65	8	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	11.85	6	E	39	24.38
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1256		F	-58	-4.41
FEMALE HH'S W/CHILDREN *	9.02	14.17	17	G	-18	-9.18
HOUSEHOLDS W/CHILDREN	33.70	35.11	35	H	-33	-6.96
HUSBAND/WIFE HH'S	52.27	40.29		I	-33	-6.12
ONE PERSON HH'S*	28.03	30.81	25	J	-3	-.77
RENTERS	51.45	62.74	27	K	-39	-4.72
OCCUPATIONS						
RETIRED HEADS	20.19	22.69	27	L	-12	-4.04
JOBLESS HEADS*	14.39	23.41	14	M	9	3.16
HIGH INCOME OCCUPATION	17.45	3.74		N	2	4.44
INCOME INDEX *	101	83	8	O	2	2.41
BUSINESS						
FIRMS	9,142	45	51	P	9	25.00
VACANCIES *	9.78	15.09	10	Q	-2	-20.00

PART 2: Quality Rating

Current Status 1 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(-7) +	(+.8) +	(+6) = -.2 / 2		
TOTAL VACANCIES* (EXCL NEW CONST)	-24	-2			1
ALL HOUSEHOLDS	-4	-1			2
FEMALE HH'S W/CHILDREN *	+5 *			+1	3
HOUSEHOLDS W/CHILDREN	-3 *	-1			2
HUSBAND/WIFE HH'S	-2 *	-1			2
RENTERS	+1 *		+.4		3
RETIRED HEADS	0 *		+.4		3
JOBLESS HEADS*	-7 *	-2			1
HIGH INCOME OCCUPATION	+8 *			+2	4
INCOME INDEX *	+2			+1	3
FIRMS	+25			+2	4

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.52

NEIGHBORHOOD: I

CENSUS TRACT: 414

PART 1: Summary of tract characteristics

20 COMPOSITE RANK OF 8 KEY FACTORS *
46 NUMBER OF BUSINESS FIRMS
1141 NUMBER OF HOUSEHOLDS
72.66 PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.68 AVERAGE HOUSEHOLD SIZE

PART 2: Quality Rating

Current Status 2 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	city	CURRENT AMOUNT	CURRENT RANK	Item	CHANGE AMOUNT	CHANGE PERCENT	% and kind of change	classification and weight: negative	classification and weight: little change	classification and weight: positive	Quality of Change
TURNOVER											
HOUSING UNITS*	29.23	26.85	39	A							
BUSINESS UNITS	27.63	18.52		B							
HOUSING											
NEW CONSTRUCTION				C	19	1.46					
TWO CANVASS VACANCIES*	2.02	2.84	22	D			AREA SCORE →	(-7)	(+.8)	(+6)	=-.2/2
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	9.72	12	E	70	111.11	-111	-2			1
HOUSEHOLDS											
ALL HOUSEHOLDS	80,015	1141		F	-92	-7.46	-7	-2			1
FEMALE HH'S W/CHILDREN *	9.02	12.18	21	G	-22	-13.66	+7 *			+2	4
HOUSEHOLDS W/CHILDREN	33.70	38.21	27	H	-42	-8.79	-2 *	-1			2
HUSBAND/WIFE HH'S	52.27	51.62		I	-58	-8.96	-2 *	-1			2
ONE PERSON HH'S *	28.03	23.58	40	J	-14	-4.95					
RENTERS	51.45	44.79	43	K	-63	-10.98	+4 *			+1	3
OCCUPATIONS											
RETIRED HEADS	20.19	17.44	41	L	-6	-2.93	+4 *			+1	3
JOBLESS HEADS*	14.89	19.02	17	M	-6	-2.69	-4 *	-1			2
HIGH INCOME OCCUPATION:	17.45	9.38		N	2	1.90	+9 *			+2	4
INCOME INDEX*	101	91	25	O	1	1.10	+1		+.4		3
BUSINESS											
FIRMS	9,142	46	50	P	0	.00	0		+.4		3
VACANCIES *	9.78	9.80	24	Q	?	66.67					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.53

86

87

NEIGHBORHOOD: J

CENSUS TRACT: 412

PART 1: Summary of tract characteristics

18	COMPOSITE RANK OF 8 KEY FACTORS*
29	NUMBER OF BUSINESS FIRMS
382	NUMBER OF HOUSEHOLDS
90.84	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.60	AVERAGE HOUSEHOLD SIZE

	CURRENT			Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS *	29.23	21.32	51	A		
BUSINESS UNITS	27.63	40.63		B		
HOUSING						
NEW CONSTRUCTION				C	18	4.11
TWO CANVASS VACANCIES *	2.02	4.77	10	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	11.59	8	E	27	90.00
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	382		F	-26	-6.37
FEMALE HH'S W/CHILDREN *	9.02	6.28	29	G	-12	-33.33
HOUSEHOLDS W/CHILDREN	33.70	31.41	41	H	-20	-14.29
HUSBAND/WIFE HH'S	52.27	56.02		I	-12	-5.31
ONE PERSON HH'S*	28.03	26.96	30	J	4	4.04
RENTERS	51.45	64.92	26	K	-25	-9.16
OCCUPATIONS						
RETIRED HEADS	20.19	24.61	22	L	-7	-6.93
JOBLESS HEADS *	14.89	17.54	21	M	-12	-15.19
HIGH INCOME OCCUPATIONS	17.45	7.33		N	1	3.70
INCOME INDEX*	101	89	17	O	-1	-1.12
BUSINESS						
FIRMS	9,142	29	55	P	3	11.54
VACANCIES *	9.78	12.12	19	Q	-3	-42.86

PART 2: Quality Rating

Current Status 2 | Change 3

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →		(-7)	(+1.2)	(+8)	=+2.2/3
	-90	-2			
	-6	-2			
	+27*			+2	
	-8*	-2			
	+1*		+.4		
	-3*	-1			
	-1*		+.4		
	+9*			+2	
	+10*			+2	
	-1		+.4		
	+12			+2	

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.54

NEIGHBORHOOD: K

CENSUS TRACT: 601

PART 1: Summary of tract characteristics

5	COMPOSITE RANK OF 8 KEY FACTORS*
149	NUMBER OF BUSINESS FIRMS
698	NUMBER OF HOUSEHOLDS
48.57	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
3.31	AVERAGE HOUSEHOLD SIZE

	CURRENT			Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS *	29.23	36.75	17	A		
BUSINESS UNITS	27.63	30.73		B		
HOUSING						
NEW CONSTRUCTION				C	17	2.04
TWO CANVASS VACANCIES *	2.02	2.92	21	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	10.93	11	E	46	90.20
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	698		F	-83	-10.63
FEMALE HH'S W/CHILDREN *	9.02	37.82	2	G	-21	-7.37
HOUSEHOLDS W/CHILDREN	33.70	56.16	6	H	-61	-13.47
M AND/WIFE HH'S	52.27	26.07		I	-48	-20.87
ONE PERSON HH'S*	28.03	23.78	38	J	-21	-11.23
RENTERS	51.45	85.96	7	K	-83	-12.15
OCCUPATIONS						
RETIRED HEADS	20.19	15.62	49	L	-13	-10.66
JOBLESS HEADS*	14.89	44.13	1	M	4	1.32
HIGH INCOME OCCUPATION	17.45	3.30		N	1	4.55
INCOME INDEX *	101	85	12	O	-4	-4.71
BUSINESS						
FIRMS	9,142	149	19	P	7	4.93
VACANCIES *	9.78	12.87	15	Q	7	46.67

PART 2: Quality Rating

Current Status 1 | Change 2

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →	(-11) + (+.8) + (+3) = -7.2 / 2				
-90		-2			1
-11		-2			1
-4*		-1			2
-2*		-1			2
-10*		-2			1
+1*			+.4		3
0*			+.4		3
-12*		-2			1
+16*				+2	4
-5		-1			2
+5				+1	3

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.55

FILE 1. NEIGHBORHOOD STATUS AND CHANGE DATA, BY CENSUS TRACT

NEIGHBORHOOD: K

CENSUS TRACT: 603

PART 1: Summary of tract characteristics

2	COMPOSITE RANK OF 8 KEY FACTORS *
205	NUMBER OF BUSINESS FIRMS
1011	NUMBER OF HOUSEHOLDS
63.60	PERCENT HOUSEHOLDS IN SINGLE-UNIT STRUCTURES
2.44	AVERAGE HOUSEHOLD SIZE

	CURRENT			Item	CHANGE	
	city	AMOUNT	RANK		AMOUNT	PERCENT
TURNOVER						
HOUSING UNITS*	29.23	51.54	3	A		
BUSINESS UNITS	27.63	31.44		B		
HOUSING						
NEW CONSTRUCTION				C	29	3.06
TWO CANVASS VACANCIES *	2.02	3.31	17	D		
TOTAL VACANCIES* (EXCL NEW CONST)	5.84	9.50	13	E	21	29.17
HOUSEHOLDS						
ALL HOUSEHOLDS	80,015	1011		F	134	15.28
FEMALE HH'S W/CHILDREN*	9.02	14.94	14	G	-15	-9.04
HOUSEHOLDS W/CHILDREN	33.70	31.75	40	H	-16	-4.75
HUSBAND/WIFE HH'S	52.27	32.54		I	19	6.13
ONE PERSON HH'S*	28.03	37.49	15	J	118	45.21
RENTERS	51.45	69.63	21	K	136	23.94
OCCUPATIONS						
RETIRED HEADS	20.19	24.43	23	L	40	19.32
JOBLESS HEADS*	14.89	25.22	12	M	8	3.24
HIGH INCOME OCCUPATION	17.45	8.01		N	35	76.09
INCOME INDEX*	101	89	17	O	5	5.62
BUSINESS						
FIRMS	9,142	205	11	P	2	.99
VACANCIES*	9.78	15.98	7	Q	1	2.63

PART 2: Quality Rating

Current Status 1 | Change 3

using rating codes:
1. Strong Negative
2. Mixed/Moderate Negative
3. Stable/Moderate Positive
4. Strong Positive

based on calculations below:

	% and kind of change	classification and weight: negative	little change	positive	Quality of Change
AREA SCORE →		(-8)	(+.4)	(+11)	=+3.4/3
TURNOVER	-29	-2			1
HOUSEHOLDS					
ALL HOUSEHOLDS	+15			+2	4
FEMALE HH'S W/CHILDREN*	+24*			+2	4
HOUSEHOLDS W/CHILDREN	-20*	-2			1
HUSBAND/WIFE HH'S	-9*	-2			1
ONE PERSON HH'S*					
RENTERS	-9*	-2			1
OCCUPATIONS					
RETIRED HEADS	+4*			+1	3
JOBLESS HEADS*	+12*			+2	4
HIGH INCOME OCCUPATION	+6*			+2	4
INCOME INDEX*	+6			+2	4
BUSINESS					
FIRMS	+1		+.4		3
VACANCIES*					

* BASED ON COMPARISON WITH "ALL HOUSEHOLDS"

VI.1.56

R. L. POLK & CO. FILE 2. SUMMARY OF KEY INDICATORS
URBAN STATISTICAL DIVISION
9242

AREA NO.	city	A 102	A 104	B 101	C 105	C 106	C 107	C 110
CURRENT POPULATION	202628	3070	6331	1076	2026	2569	3387	3356
NET CHANGE DURING PERIOD (HH MOVEMENT)	-2037	26	105	-71	2	-24	-47	-137
TOTAL HOUSEHOLDS	80015	1469	2904	379	706	911	1156	1257
NET CHANGE DURING PERIOD (HH MOVEMENT)	799	19	151	-34	9	-5	-2	-31
AVERAGE SIZE	2.53	2.09	2.18	2.84	2.87	2.82	2.93	2.67
INCOME INDEX - CURRENT AVERAGE POINTS	101	97	107	97	110	98	96	95
TREND IN AVERAGE POINTS (HH MOVEMENT)	1	2	-2	8	-12	-11	-6	0
PERCENT 1-PERSON HH'S	28.03	31.38	35.30	20.05	17.85	23.16	20.42	23.39
NET CHANGE (HOUSEHOLD MOVEMENT)	1324	26	123	-11	4	-1	6	-9
PERCENT HH'S W/CHILDREN	33.70	15.11	20.11	44.33	43.34	37.21	43.51	42.08
NET CHANGE (HOUSEHOLD MOVEMENT)	-485	4	-6	2	-4	-1	-11	6
PERCENT FEMALE HEADS W/CHILDREN	9.02	1.50	2.10	8.71	5.81	6.26	12.11	15.59
NET CHANGE (HOUSEHOLD MOVEMENT)	-4	-4	-10	4	3	-7	8	13
PERCENT RETIRED HEADS OF HOUSEHOLD	20.19	39.89	27.79	17.94	12.46	21.84	16.78	15.99
NET CHANGE (HOUSEHOLD MOVEMENT)	-259	-5	-24	-10	-2	0	0	1
PERCENT JOBLESS HEADS OF HOUSEHOLD	14.89	9.19	7.20	10.29	5.38	9.66	13.24	18.14
NET CHANGE (HOUSEHOLD MOVEMENT)	382	7	6	3	0	7	25	13
PERCENT RENTERS	51.45	31.38	42.29	43.27	26.06	34.80	41.00	58.79
NET CHANGE (HOUSEHOLD MOVEMENT)	1713	33	152	-19	25	12	36	0
TOTAL HOUSING UNITS	84977	1487	2990	429	734	942	1209	1364
NET CHANGE DURING PERIOD	1452	11	165	-9	19	11	6	2
INCREASE -- STRUCTURES ADDED	2384	16	45	5	4	16	16	21
DECREASE -- STRUCTURES DELETED	1375	3	12	14	2	11	14	18
NET CHANGE -- OTHER	443	-2	132	0	17	6	4	-1
PERCENT OCC HU'S W/CH OCCUPANTS	29.23	16.62	30.37	35.11	21.66	19.87	21.07	25.85
TOTAL VACANCIES	4962	18	86	50	28	31	53	107
PERCENT TOTAL HU'S	5.84	1.21	2.88	11.66	3.81	3.29	4.38	7.84
2-CANVASS VACANCIES	1717	3	17	11	8	6	20	44
PERCENT TOTAL HU'S	2.02	.20	.57	2.56	1.09	.64	1.65	3.23
NET CHANGE IN TOTAL VACANCIES	658	-8	14	25	10	16	8	33
STRUCTURES ADDED/DELETED	29	1	1	-4	0	2	0	2
OCCUPANCY OF EXISTING STR	610	-6	10	29	10	15	7	31
ADDS/DELETES IN EXISTING STR	17	-3	3	0	0	-1	1	0
TOTAL BUSINESS ESTABLISHMENTS	8248	87	122	16	8	52	76	48
NET CHANGE DURING PERIOD	115	1	6	0	-1	1	0	-3
COMM STRUCTURES PERCENT TOTAL	9.43	4.28	4.73	4.50	.70	5.48	6.43	3.71
PERCENT COMMERCIAL UNITS VACANT	9.78	.00	1.61	5.88	.00	5.45	13.64	12.73

VI.1.57

R. L. POLK & CO.
URBAN STATISTICAL DIVISION
9242

2. SUMMARY OF KEY INDICATORS

AREA NO.	city	D 202	D 203	D 204	E 206	E 207	F 208	F 209
CURRENT POPULATION	202628	4611	2838	4953	2319	2202	2724	4188
NET CHANGE DURING PERIOD (HH MOVEMENT)	-2037	-33	-238	-109	-114	-108	-100	-144
TOTAL HOUSEHOLDS	80015	1502	1067	1461	831	847	1009	1512
NET CHANGE DURING PERIOD (HH MOVEMENT)	799	5	-50	-4	27	-18	-23	-68
AVERAGE SIZE	2.53	3.07	2.66	3.39	2.79	2.60	2.70	2.77
INCOME INDEX - CURRENT AVERAGE POINTS	101	88	88	90	82	82	89	91
TREND IN AVERAGE POINTS (HH MOVEMENT)	1	-1	1	5	2	-6	5	-4
PERCENT 1-PERSON HH'S	28.63	19.57	25.68	15.13	26.47	29.63	29.93	24.40
NET CHANGE (HOUSEHOLD MOVEMENT)	1324	-2	12	5	12	5	-4	-56
PERCENT HH'S W/CHILDREN	33.70	60.39	37.77	62.70	40.31	38.84	42.72	40.41
NET CHANGE (HOUSEHOLD MOVEMENT)	-485	22	-40	-9	-17	-7	2	-4
PERCENT FEMALE HEADS W/CHILDREN	9.02	36.62	12.81	32.31	18.65	21.25	18.83	13.23
NET CHANGE (HOUSEHOLD MOVEMENT)	-4	5	-26	9	-14	7	13	5
PERCENT RETIRED HEADS OF HOUSEHOLD	20.19	9.19	21.46	11.50	21.42	23.49	16.45	19.51
NET CHANGE (HOUSEHOLD MOVEMENT)	-259	-12	-5	1	1	10	-21	3
PERCENT JOBLESS HEADS OF HOUSEHOLD	14.89	43.28	18.09	28.88	27.20	26.09	26.46	17.20
NET CHANGE (HOUSEHOLD MOVEMENT)	382	55	-16	16	-13	-1	21	5
PERCENT RENTERS	51.45	70.30	41.42	70.64	73.53	67.06	75.02	49.74
NET CHANGE (HOUSEHOLD MOVEMENT)	1713	13	-21	-13	-16	-12	-22	-58
TOTAL HOUSING UNITS	84977	1552	1181	1542	954	1000	1112	1664
NET CHANGE DURING PERIOD	1452	0	-23	11	-1	-8	-3	-33
INCREASE -- STRUCTURES ADDED	2384	15	26	36	36	28	39	22
DECREASE -- STRUCTURES DELETED	1375	8	34	28	45	53	30	25
NET CHANGE -- OTHER	443	-7	-15	3	8	17	-12	-30
PERCENT OCC HU'S W/CH OCCUPANTS	29.23	24.78	22.65	25.12	33.10	33.18	30.72	27.72
TOTAL VACANCIES	4962	50	114	81	123	153	103	152
PERCENT TOTAL HU'S	5.84	3.22	9.65	5.25	12.89	15.30	9.26	9.13
2-CANVASS VACANCIES	1717	21	53	31	62	87	48	46
PERCENT TOTAL HU'S	2.02	1.35	4.49	2.01	6.50	8.70	4.32	2.76
NET CHANGE IN TOTAL VACANCIES	658	-5	27	15	26	10	20	45
STRUCTURES ADDED/DELETED	29	2	-8	-4	-1	-12	-4	-2
OCCUPANCY OF EXISTING STR	610	-7	35	16	27	19	24	47
ADDS/DELETES IN EXISTING STR	17	0	0	3	0	3	0	-10
TOTAL BUSINESS ESTABLISHMENTS	8248	29	51	47	74	87	43	45
NET CHANGE DURING PERIOD	115	1	0	6	3	-1	-1	1
COMM STRUCTURES PERCENT TOTAL	9.43	2.37	3.93	2.75	9.87	10.47	4.95	3.03
PERCENT COMMERCIAL UNITS VACANT	9.78	9.3	15.00	6.00	18.68	16.35	10.24	8.16

VI.1.58

R. L. POLK & CO.
URBAN STATISTICAL DIVISION
9242

2. SUMMARY OF KEY INDICATORS

AREA NO.	city	302	303	304	305	403	404	405	410	411
CURRENT POPULATION	202628	1863	53	4	1011	900	2820	2792	2650	4010
NET CHANGE DURING PERIOD (HH MOVEMENT)	-2037	190	-14	1	33	-85	4	-95	-64	-72
TOTAL HOUSEHOLDS	80015	913	22	4	712	517	1741	1801	1514	1790
NET CHANGE DURING PERIOD (HH MOVEMENT)	799	91	-2	2	37	-20	49	30	3	26
AVERAGE SIZE	2.53	2.04	2.41	1.00	1.42	1.74	1.62	1.55	1.75	2.24
INCOME INDEX - CURRENT AVERAGE POINTS	101	79	77	207	109	84	93	101	193	85
TREND IN AVERAGE POINTS (HH MOVEMENT)	1	2	12	77	3	-4	-1	-1	0	0
PERCENT 1-PERSON HH'S	28.03	43.26	36.36	100.00	71.35	59.57	60.71	61.80	50.59	39.78
NET CHANGE (HOUSEHOLD MOVEMENT)	1324	40	2	3	39	12	55	92	39	57
PERCENT HH'S W/CHILDREN	33.70	18.51	13.64	.00	3.65	12.57	8.33	7.72	9.51	25.59
NET CHANGE (HOUSEHOLD MOVEMENT)	-485	18	-3	0	-6	-10	2	-9	-23	-25
PERCENT FEMALE HEADS W/CHILDREN	9.02	8.87	.00	.00	1.97	2.51	1.38	1.28	1.32	11.28
NET CHANGE (HOUSEHOLD MOVEMENT)	-4	2	0	0	3	-9	10	3	-6	-7
PERCENT RETIRED HEADS OF HOUSEHOLD	20.19	35.05	31.82	.00	22.61	28.63	20.10	24.10	21.80	24.01
NET CHANGE (HOUSEHOLD MOVEMENT)	-259	34	-4	0	7	-14	-44	-3	-42	-12
PERCENT JOBLESS HEADS OF HOUSEHOLD	14.89	22.78	18.18	.00	10.96	13.73	10.91	10.49	9.91	21.28
NET CHANGE (HOUSEHOLD MOVEMENT)	382	35	2	0	8	5	5	10	-11	17
PERCENT RENTERS	51.45	80.28	77.27	100.00	98.17	89.17	79.61	81.29	66.78	78.83
NET CHANGE (HOUSEHOLD MOVEMENT)	1713	91	-2	2	36	-13	54	55	31	39
TOTAL HOUSING UNITS	84977	1015	29	8	770	587	1894	1966	1604	1956
NET CHANGE DURING PERIOD	1452	64	-3	2	37	-25	41	47	11	36
INCREASE -- STRUCTURES ADDED	2384	90	2	0	33	18	36	16	23	66
DECREASE -- STRUCTURES DELETED	1375	50	5	0	7	23	15	22	35	44
NET CHANGE -- OTHER	443	24	0	2	11	-20	20	53	23	14
PERCENT OCC HU'S W/CH OCCUPANTS	29.23	41.24	58.33	200.00	44.59	44.88	47.40	46.36	40.77	36.45
TOTAL VACANCIES	4962	102	7	4	58	70	153	159	90	166
PERCENT TOTAL HU'S	5.84	10.05	24.14	50.00	7.53	11.93	8.08	8.11	5.61	8.49
2-CANVASS VACANCIES	1717	60	5	4	23	33	45	53	27	72
PERCENT TOTAL HU'S	2.02	5.91	17.24	50.00	2.99	5.62	2.38	2.70	1.68	3.68
NET CHANGE IN TOTAL VACANCIES	658	-27	-1	0	0	-5	-8	17	8	10
STRUCTURES ADDED/DELETED	29	-9	0	0	3	-4	0	-3	-1	-6
OCCUPANCY OF EXISTING STR	610	-20	-1	0	-1	5	-10	22	8	14
ADDS/DELETES IN EXISTING STR	17	2	0	0	-2	-6	2	-2	1	2
TOTAL BUSINESS ESTABLISHMENTS	8248	323	121	714	660	193	141	295	95	237
NET CHANGE DURING PERIOD	115	-5	10	14	-17	18	-8	8	-3	99
COMM STRUCTURES PERCENT TOTAL	9.43	30.40	85.71	99.00	78.87	40.88	11.10	12.08	5.71	13.43
PERCENT COMMERCIAL UNITS VACANT	9.76	15.22	15.38	13.87	12.23	8.96	6.00	4.22	9.52	13.82

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2. SUMMARY OF KEY INDICATORS

AREA NO.	city	(I) 413	(I) 414	(J) 412	(K) 601	(K) 603
CURRENT POPULATION	202628	3241	3058	993	2310	2467
NET CHANGE DURING PERIOD (HH MOVEMENT)	-2037	-230	-264	-104	-322	147
TOTAL HOUSEHOLDS	80015	1256	1141	382	698	1011
NET CHANGE DURING PERIOD (HH MOVEMENT)	799	-58	-92	-26	-83	134
AVERAGE SIZE	2.53	2.58	2.68	2.60	3.31	2.44
INCOME INDEX - CURRENT AVERAGE POINTS	101	83	91	89	85	89
TREND IN AVERAGE POINTS (HH MOVEMENT)	1	1	1	0	-4	5
PERCENT 1-PERSON HH'S	28.03	30.81	23.58	26.96	23.78	37.49
NET CHANGE (HOUSEHOLD MOVEMENT)	1324	-3	-14	4	-21	118
PERCENT HH'S W/CHILDREN	33.70	35.11	38.21	31.41	56.16	31.75
NET CHANGE (HOUSEHOLD MOVEMENT)	-485	-33	-42	-20	-61	-16
PERCENT FEMALE HEADS W/CHILDREN	9.02	14.17	12.18	6.28	37.82	14.94
NET CHANGE (HOUSEHOLD MOVEMENT)	-4	-18	-22	-12	-21	-15
PERCENT RETIRED HEADS OF HOUSEHOLD	20.19	22.69	17.44	24.61	15.62	24.43
NET CHANGE (HOUSEHOLD MOVEMENT)	-259	-12	-6	-7	-13	40
PERCENT JOBLESS HEADS OF HOUSEHOLD	14.89	23.41	19.02	17.54	44.13	25.22
NET CHANGE (HOUSEHOLD MOVEMENT)	382	9	-6	-12	4	8
PERCENT RENTERS	51.45	62.74	44.79	64.92	85.96	69.63
NET CHANGE (HOUSEHOLD MOVEMENT)	1713	-39	-63	-25	-83	136
TOTAL HOUSING UNITS	84977	1434	1266	440	787	1119
NET CHANGE DURING PERIOD	1452	-40	-31	2	-45	170
INCREASE -- STRUCTURES ADDED	2384	28	19	18	17	29
DECREASE -- STRUCTURES DELETED	1375	67	28	13	43	33
NET CHANGE -- OTHER	443	-1	-22	-3	-19	174
PERCENT OCC HU'S W/CH OCCUPANTS	29.23	30.06	26.85	21.32	36.75	51.54
TOTAL VACANCIES	4962	178	125	58	89	108
PERCENT TOTAL HU'S	5.84	12.41	9.87	13.18	11.31	9.65
2-CANVASS VACANCIES	1717	81	36	21	23	37
PERCENT TOTAL HU'S	2.02	5.65	2.84	4.77	2.92	3.31
NET CHANGE IN TOTAL VACANCIES	658	18	62	28	38	36
STRUCTURES ADDED/DELETED	29	-16	-3	1	-7	-7
OCCUPANCY OF EXISTING STR	610	39	70	27	46	21
ADDS/DELETES IN EXISTING STR	17	-5	-6	0	-1	22
TOTAL BUSINESS ESTABLISHMENTS	8248	45	46	29	149	205
NET CHANGE DURING PERIOD	115	9	0	3	7	2
COMM STRUCTURES PERCENT TOTAL	9.43	3.60	3.48	7.41	25.80	22.41
PERCENT COMMERCIAL UNITS VACANT	9.76	15.09	9.80	12.12	12.87	15.98

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FILE 3. COMMERCIAL STRUCTURES AND UNITS

AREA NO.	AREA	302	303	304	305
TOTAL COMMERCIAL STRUCTURES					
PERCENT OF ALL STRUCTURES	9.43	30.40	85.71	99.00	78.87
CURRENT COUNT	6954	370	150	397	504
NET CHANGE DURING PERIOD	42	1	6	4	-5
NEW CONSTRUCTION	239	11	7	24	12
DEMOLITIONS	197	10	1	20	17
SINGLE-UNIT COMMERCIAL STRUCTURES					
PERCENT OF TOTAL COM STRS	88.40	90.81	80.00	79.60	83.13
CURRENT COUNT	6147	336	120	316	419
NET CHANGE DURING PERIOD	27	1	5	3	-5
NEW CONSTRUCTION	221	11	6	22	11
DEMOLITIONS	194	10	1	19	16
MULTI-UNIT COMMERCIAL STRUCTURES					
PERCENT OF TOTAL COM STRS	11.60	9.19	20.00	20.40	16.87
CURRENT COUNT	807	34	30	81	85
NET CHANGE DURING PERIOD	15	0	1	1	0
NEW CONSTRUCTION	18	0	1	2	1
DEMOLITIONS	3	0	0	1	1
TOTAL COMMERCIAL UNITS					
CURRENT COUNT	9142	381	143	829	752
NET CHANGE DURING PERIOD	526	7	36	49	-18
UNITS ADDED - NEW CONS	317	12	21	26	14
UNITS LOST - DEMOS	209	10	1	22	38
NET CHANGE - OTHERS	438	5	16	45	6
COMMERCIAL UNITS W/CHG OF OCCUPANTS					
NUMBER WITH CHANGE	2855	111	71	312	225
PERCENT OF TOTAL OCCUPIED UNITS	27.63	28.10	17.11	25.70	27.31
VACANT COMMERCIAL UNITS					
CURRENT COUNT	894	58	22	115	92
PERCENT OF TOTAL COM UNITS	9.78	15.22	15.38	13.87	12.23
CURRENT YEAR VACANCIES	422	26	3	50	49
PERCENT OF TOTAL COM UNITS	4.62	6.82	2.10	6.03	6.52
2-CANVASS VACANCIES	472	32	19	65	43
PERCENT OF TOTAL COM UNITS	5.16	8.40	13.29	7.84	5.72
VACANCIES IN SINGLE-UNIT STRS	690	53	10	55	43
VACANCIES IN MULTI-UNIT STRS	204	5	12	60	49

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FILE 3. ADDITIONAL DATA

FOR THE

CENTRAL BUSINESS DISTRICT

Composition and Change in numbers of business and professional firms -classified by type of establishment

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Strategic Planning

R.L. POLK & CO.
URBAN STATISTICAL DIVISION
9242

3A. COMMERCIAL FIRMS - REPORT A

AREA NO.	AREA	302	303	304	305
TOTAL BUSINESS & PROFESSIONAL FIRMS					
CURRENT COUNT	8248	323	121	714	660
NET CHANGE DURING PERIOD	115	-5	10	14	-17
TOTAL MOVERS	2251	99	28	212	219
TURNOVER RATE	27.29	30.65	23.14	29.69	33.18
TOTAL MANUFACTURING FIRMS					
CURRENT COUNT	468	13	2	32	43
NET CHANGE DURING PERIOD	15	0	0	5	-5
TOTAL MOVERS	135	4	0	9	17
TURNOVER RATE	28.85	30.77	.00	28.13	39.53
MANUFACTURING FIRMS -- DURABLE					
CURRENT COUNT	213	4	1	11	15
NET CHANGE DURING PERIOD	9	1	0	5	-4
TOTAL MOVERS	65	1	0	5	6
TURNOVER RATE	30.52	25.00	.00	45.45	40.00
MANUFACTURING FIRMS -- NON-DURABLE					
CURRENT COUNT	255	9	1	21	28
NET CHANGE DURING PERIOD	6	-1	0	0	-1
TOTAL MOVERS	70	3	0	4	11
TURNOVER RATE	27.45	33.33	.00	19.05	39.29
TOTAL NON-MANUFACTURING FIRMS					
CURRENT COUNT	7780	310	119	682	617
NET CHANGE DURING PERIOD	100	-5	10	9	-12
TOTAL MOVERS	2116	95	28	203	202
TURNOVER RATE	27.20	30.65	23.53	29.77	32.74
FIRMS IN WHOLESALE TRADE					
CURRENT COUNT	392	6	1	24	32
NET CHANGE DURING PERIOD	4	1	1	-3	1
TOTAL MOVERS	114	3	1	9	9
TURNOVER RATE	29.08	50.00	100.00	37.50	28.13

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ADDITIONAL DATA

FOR THE

CENTRAL BUSINESS DISTRICT

Composition and Change in numbers of business and professional firms -classified by type of establishment

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R.L. POLK & CO.
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3B. COMMERCIAL FIRMS - REPORT B

AREA NO.	AREA	302	303	304	305
FIRMS IN RETAIL TRADE					
CURRENT COUNT	2045	98	52	96	167
NET CHANGE DURING PERIOD	-4	-7	1	0	-2
TOTAL MOVERS	570	29	13	34	34
TURNOVER RATE	27.87	29.59	25.00	35.42	20.36
FINANCE, REAL ESTATE & INSURANCE FIRMS					
CURRENT COUNT	1314	29	15	203	94
NET CHANGE DURING PERIOD	11	4	1	-11	-3
TOTAL MOVERS	285	8	3	57	33
TURNOVER RATE	21.69	27.59	20.00	28.08	35.11
SERVICE & PROFESSIONAL FIRMS					
CURRENT COUNT	3197	163	45	328	296
NET CHANGE DURING PERIOD	63	-2	7	25	-9
TOTAL MOVERS	903	46	11	93	121
TURNOVER RATE	28.25	28.22	24.44	28.35	40.88
OTHER FIRMS					
CURRENT COUNT	668	8	6	22	20
NET CHANGE DURING PERIOD	16	-1	0	-1	1
TOTAL MOVERS	196	3	0	7	5
TURNOVER RATE	15.87	12.50	.00	13.64	15.00
NET CHANGE - SELECTED CATEGORIES					
RETAIL FOOD	-6	0	-1	0	1
EAT & DRINK	16	-1	3	-1	-1
DEPARTMENT & GEN MERCHANDISE	-21	-4	-2	-1	-3
MEDICAL & HEALTH	0	0	2	-1	-7
LEGAL	24	2	0	12	-1
PERSONAL SERVICES	-5	-3	1	3	4
REPAIR	8	2	0	-1	1
AUTOMOTIVE & SERVICE STATIONS	-5	1	0	1	-1
HOTELS & LODGING	-4	-1	0	0	0
AMUSEMENT & RECREATION	12	1	1	2	2

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(G)

ADDITIONAL DATA

FOR THE

CENTRAL BUSINESS DISTRICT

Composition and Change in numbers of business and professional firms -classified by type of establishment

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Strategic Planning

FILE 4. DEFINITIONS OF NEIGHBORHOOD/TRACT

STATUS AND CHANGE CHARACTERISTICS

HOUSEHOLD

Household. A person or group of people occupying a housing unit as defined by the response to two interview questions: (1) "Who is the head of the household at this address?"; and (2) "Who else are members of this household?". These questions are generally effective in identifying the fact that two or more households are occupying what may appear to be a single-family structure.

Characteristics. The counts of households by various characteristics are calculated by: (1) determining the percentage of households in each category among the households in the area for which complete interviews were obtained; and (2) applying those percentages to the total count of households in the area.

Interview rates. Polk interviews are generally successful in obtaining direct canvass information from 80% to 90% of all households.

Household moving-in (mover-in) is any household which the current canvass finds for the first time at an address. Household moving-out (mover-out) is one which was identified at that address in the previous year canvass and is on the computer record, but does not show in the current enumeration.

Percent Occupied Housing Units With Change of Occupants.

Mobility rate: Calculated by adding the number of households moving-in to the number of households moving-out and dividing the total by the current count of households. A household which has moved within the area being considered (such as a census tract) will be counted twice, once as a mover-out and once as a mover-in. In such cases the counts of movers will exceed the number of different households involved.

City-wide rates usually run 35% or more; in active neighborhoods, rates close to 100% are not unusual.

Population. Population counts are calculated for each area by: (1) determining from complete interviews the average number of persons per household in each category (movers-in, movers-out and current count); and (2) multiplying the total number of households in the category by the average persons per household. Polk's counts do not include population in group quarters such as dormitories, nursing homes, jails and other institutions.

Housing unit. The living quarters occupied by a person identified in the Polk canvass as a "head of household", or vacant quarters normally so occupied. Housing units may be occupied by a single person or may include a group of persons identified with the "head". Census starts with a physical definition of housing units, Polk counts the number of heads of household plus vacancies.

Housing units added or deleted -- "other". These are the changes in the counts of housing units which take place in structures which existed at each of the two canvasses (no new structures or demolitions involved). In some cases, such changes in the counts of housing units result from physical remodelling or the conversion of an existing structure. More often, though, these changes simply reflect the fact that two (or more) households are found in the current canvass where there was only one at the time of the previous canvass, or vice versa -- family doubling or undoubling.

OCCUPATIONS

Occupational titles are those obtained in the household interviews, supplemented and corrected by information which is frequently volunteered by employers. Titles are classified by the computer, which compares them with a 12,000

title lookup table based on the Bureau of Labor Statistics' Dictionary of Occupational Titles. The categories shown in the reports correspond to the summary groupings which are used by the Census. The counts by occupational category are calculated by: (1) determining the percentage in each category among all those for whom complete interviews were obtained in the area; and (2) applying the percentages to the total household counts.

Polk does not count or record an occupational title for working wives. The main purpose of the directory canvass is to gather information for the printed book. Resistance to our gathering and publishing information on working wives has been such that we long ago discontinued any attempt to do so. Therefore, the occupational distribution of persons 18 and over excludes wives. (PLANS ARE BEING DEVELOPED TO REPORT ON THE OCCUPATIONS OF WORKING WIVES IN THE NEAR FUTURE.)

No occupation indicated includes not only unemployed as defined by the Bureau of Labor Statistics, but also other persons 18 and over who for any reason other than being students, military or retired are out of the labor force -- people on welfare, people looking for work who do not meet the BLS definition of unemployed,

Occupational title not classifiable includes those titles or terms (such as "laborer", "employee", or "assistant") which are too general to be classifiable, as well as a few unusual titles which were not included in the lookup tables.

Retired is a count of the heads of household who so specifically describe themselves (versus no occupation indicated). This count can be significant as an indicator of concentrations of senior citizens.

INDEX OF HOUSEHOLD INCOME

THE Index of Household Income, summarizes calculations which are based on: (1) Polk's counts of households according to occupation of head of household; and (2) the latest available Bureau of the Census reports on Household Money Income.

FOR EXAMPLE, THE Census report on Household Money Income (SEE FOLLOWING PAGE) shows that the average (mean) income for all households, based on a national sample, in 1974 was $12,893. Index points for various categories of households, according to occupation of the head, ARE calculated by dividing the reported average income for each category by $12,900 (all data rounded to the nearest $100). Thus, the index points for Operatives (with reported mean income of $13,108) are 102 ($13.1 : $12.9).

Average index points are calculated by: (1) multiplying the index points for each category by the current count of households in that category; (2) totaling the extensions for all categories; and (3) dividing the grand total of the extensions by the total current count of households.

Trend is calculated by subtracting the average index points for movers-out from the average points for movers-in. A positive number indicates that the income "mix" for the area is increasing as a result of household movement. A negative number indicates a decreasing mix.

Following are the 21 occupational categories, the average dollar incomes reported by Census, and the index points which were used in compiling the PROFILES OF CHANGE reports.

Occupational Category	1974 Household Income Amount (000's)	Points
All households	$12.9	100
Group A		
Doctors	39.9	310
Lawyers & judges	26.6	206
Teachers & librarians	17.5	136
Engineers & scientists	22.7	176
Other professionals	26.6	207
Managers	22.9	178
Proprietors	17.8	138
Supervisors	22.9	178
Foremen	17.7	137
Group B		
Salesmen	17.1	133
Office & store clerks	12.5	97
Skilled & semi-skilled	15.2	118
Operatives	13.1	102
Un-skilled	11.4	88
Service workers	9.5	74
Farmers & growers	11.8	91
Armed forces	12.6	98
Unclassifiable	15.5	120
Group C		
Retired	6.5	50
Students	9.3	72
No occupation indicated (jobless)	10.6	82

STRUCTURES

Residential structures. All structures with one or more housing units are called "residential structures". The counts of "residential structures with one housing unit" include all cases where we find only one housing unit at a street address.

"Residential/Commercial structures with one housing unit" are mostly ma-and-pa combinations with living quarters over a store. "Structures with 2 or more housing units" may include one or more buiness units; counts of structure size (2-4, 5-19 and 20 or more in table V6800) reflect only the number of housing units.

Commercial structures. All structures with a unique street address and with no residential units are termed commercial structures. Commercial structures with two or more commercial units are termed multi-unit commercial structures.

In calculating the percent of commercial structures to total structures, any structure which contains at least one residential unit is considered to be residential.

Structures deleted (demolitions) are identified by the fact that street addresses which were listed in the previous canvass are not found in the current survey.

New structures are identified by the appearance of a street address in the current canvass where none showed in the preceding canvass. Polk counts the structure as soon as it is ready for occupancy. A multi-unit structure is counted after the first tenant has moved in. (Very exceptionally, by reason of computer logic, a new street address assigned to a new door cut in an existing structure may be counted in the category.)

VACANCIES

Changes in vacancies due to change in occupancy are counted in structures which were in place both canvasses. A significant net increase in vacancies due to the fact that more units shifted from "occupied to vacant" than "vacant to occupied" in an area may be one of the first warning signals of an abandonment situation.

Current-year vacancies are those housing units which: (1) were identified as occupied in the previous canvass and are now vacant; and (2) newly constructed units which are vacant.

Two-canvass vacancies are housing units that were found vacant at the time of each of the two Polk canvasses being considered. While there is no certainty that a given housing unit may not have been occupied at some point between canvasses, the counts and rates of two-canvass vacancies are generally tied closely with conditions of deterioration, dilapidation and abandonment. Polk enumerates a structure and its housing units as long as it is standing (the Census counts only habitable units), and the two-canvass counts will include structures which are abandoned.

Vacant units added or deleted in existing structures reflect the effect of conversions involving vacant units. What was previously a single-family dwelling, now converted to a two-household structure with one unit vacant, would add to this count. De-conversion to single-family structure would subtract from the count.

COMMERCIAL

Commercial firms are counted on a door-to-door basis by Polk enumerators. The Polk classification codes are translated by computer to Standard Industrial Classification (SIC) codes.

Manufacturing firms, durable include as major subgroups: lumber and wood, furniture and fixtures, metal industry, machinery and transportation equipment.

Manufacturing firms, non-durable include food and kindred, textiles and apparel, paper and allied, printing and publishing, chemicals and petroleum.

Retail trade establishments include food stores, general merchandise, furniture and home equipment, eating and drinking, gas stations and auto dealers.

Professional, business and personal services (service and professional) include medical and legal, cleaners and laundries, barbers and beauty shops, miscellaneous personal services, auto services, and miscellaneous repair services.

Other non-manufacturing firms include contract and construction, transportation, communications and utilities, wholesale trade and agriculture and mining.

Commercial structures -- percent of total. "Total" is the sum of both commercial and residential structures. Any structure which includes at least one housing unit is included in residential. This percentage can be read as a general indicator of land use.

Commercial units. The quarters relating to one firm (corresponding to housing units for families). May be occupied or vacant.

Commercial units with change of occupants. Count of commercial units which have had any change of firm as occupancy (occupied to vacant, vacant to occupied, switch of occupants, new construction occupied or previously occupied now demolished).

Turnover rate (commercial). Number of firms moving-in plus number of firms moving-out expressed as percentage of current count (by classification of firms).

NET CHANGE

Commercial Firms. Net change for each type of commercial firm is calculated by subtracting firms deleted since previous canvass from firms added since last canvass.

Households. Net change in households is computed as all households moving-in during the period between canvasses minus all households moving-out during the same period.

A household moving in is any household which the current canvass finds for the first time at an address. A household moving-out is one which was identified at that address in the previous year's canvass, but does not show in the current enumeration.

Household Characteristics. Net change reflects the results of household movement only -- the net difference between the characteristics of households identified as movers-in (new to an address in the current canvass) versus movers-out (found at an address in the previous canvass but not in the current one). Changes in the characteristics of non-moving households are not included in the counts of net change. For example, if the head of a non-moving household is shown as employed in the first of two canvasses and as retired in the second, he would be included in the current inventory count of retired household heads. His change from occupied to retired would not be included in the count of net change due to household movement.

Housing Units. Net change in housing units includes: (1) net change in the number of households due to construction or demolition of residential structures; and (2) changes in household counts in structures which existed at the time of each of the two canvasses. If a couple occupy a unit at the time of the first canvass and their son and his family move in between canvasses, an increase of one housing unit will show up in the second canvass. This reflects Polk's practice of equating households and housing units.

Housing units - vacancies. Net change in vacancies has three components:

(1) Net change due to structures added or deleted;

(2) Net change due to change in occupancy of existing structures. Here two vacancy counts are compared for structures which were standing at the time of both canvasses. (Note: A significant net increase in vacancies due to the fact that more units shifted from "occupied to vacant" than "vacant to occupied" in an area may well be one of the first warning signals of an abandonment situation); and

(3) Net change due to vacant units added or deleted in existing structures. This reflects the effect of conversions involving vacant units. What was previously a single-family dwelling, now converted to a two-household structure with one unit vacant, would add to this count. De-conversion to a single family structure would subtract from the count.

Population. Net change in population reflects the results of household movement only -- the net difference in the number of people accounted for by households identified as movers-in (new to an address in the current canvass) versus the number of people identified as movers-out (found at an address in the previous canvass but not the current one). The net change in population as so reported does not include change in the population count among non-moving households.

Structures (residential or Commercial). Net change is calculated by subtracting structures deleted from structures added.

Structures added are identified by the appearance of a street address in the current canvass where none showed in the preceding canvass. Polk counts the structure as soon as it is ready for occupancy. A multi-unit structure is counted after the first tenant has moved in.

Structures deleted are identified when street addresses included in the first of two surveys are not found in the second.

FILE 5. EXPLANATIONS OF QUALITY RATINGS (FILE 1: Part 2)

The derivation of the specific quality code assigned to each of the characteristics being rated is based on the following rationale:

1. Increases in the percentages of All Households, Business Firms and Income Index levels have favorable implications.
2. Increases in the percentage of vacancies are considered unfavorable.
3. Increases in the percentages of Husband/Wife Households, Households with Children, Retired Heads of Households which are greater than the percentage increase in the All Household category (or decreases which are smaller than the decrease in the All Household percentage) are considered favorable.
4. Increases in the relative percentages of Female Heads of Households with Children, Jobless Household Heads and Renter Households are considered to have negative implications.

FILE 5. EXPLANATIONS OF QUALITY RATINGS (FILE 1: Part 2)

The derivation of the specific quality code assigned to each of the characteristics being rated is based on the following rationale:

1. Increases in the percentages of All Households, Business Firms and Income Index levels have favorable implications.
2. Increases in the percentage of vacancies are considered unfavorable.
3. Increases in the percentages of Husband/Wife Households, Households with Children, Retired Heads of Households which are greater than the percentage increase in the All Household category (or decreasing which are smaller than the decrease in the All Household percentage) are considered favorable.
4. Increases in the relative percentages of Female ends of Households with Children. Jobless Household Heads and Menter Households are considered to have negative implications.

Specific ratings are assigned to the individual characteristics based on the amount of the net percentage change as follows:

Description and Rating Code	Net Percentage Change (Rounded)
1 - Strongly Negative	Minus 6 percent or more
2 - Mixed or Moderately Negative	Minus 2 to minus 5 percent
3.- Moderately Positive	Plus 2 to plus 5 percent
4.- Strongly Positive	Plus 6 percent or more

Differences of ± 1 percent or less are considered to represent stable conditions and also receive a quality code of 3.

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For the purpose of determining the overall area (tract) rating, each percentage difference is also assigned a weight. Differences of 6 percent or more are assigned weights of +2 or -2 depending on the direction of change; differences of from 2 to 5 percent receive weights of +1 or -1; and differences of ± 1 percent or less receive a weight of +.4. The algebraic sum of the individual characteristic weights is then translated into the area rating as follows:

Area Weight	Description and Rating Code
Minus 8.6 or more	1 - Strongly Negative
Minus .6 to minus 8.4	2 - Mixed or Moderately Negative
Minus .4 to plus 8.4	3 - Stable or Moderately Positive
Plus 8.6 or greater	4 - Strongly Positive

Polk's rating methodology has the virtue of providing direct, quantitative measures of the quality of change. The ratings, however, can only be considered a first approximation until they have been evaluated and confirmed (or modified) in the light of local knowledge. For example, in a neighborhood which is largely public housing, a concentration of jobless is to be expected and is not necessarily a negative indicator. Similarly, a large number of jobless household heads moving into a newly completed low income housing project should be discounted as a negative indicator, On the other hand, the same data would be differently interpreted if jobless heads are replacing retiree households in a neighborhood which also shows an increase in renters accompanied by an overall decrease in households.

File 1, therefore, also provides for a way of superseding the computer ratings based on informed and expert local judgement.

It should be noted also, that the computer selected characteristics are not necessarily the only items which should be examined. The inter-relationships between jobless, retirees, households and renters (Items M,L,K,F) have already been mentioned. Your own knowledge will readily identify other equally meaningful combinations.

Obviously, neighborhood change cannot, by itself, be readily interpreted without a knowledge of current socio-economic conditions supplemented by an evaluation of previous trends. And File 1 provides information on these attributes also.

The area (tract) Current Status ranking has been discussed earlier. "Previous trend" information is provided for by listing, for each characteristic separately and for the area as a whole, the quality of change ratings obtained in the previous PROFILES survey and comparing them with current ratings. Certainly, in terms of planning and operational processes, an area showing continuing or increasing levels of decline must be treated differently than one which appears to be in a stable or improving condition.

In a similar fashion, an area with a Current Status rating of 4 (the highest rating) and a Quality of Change rating of 1 (indicating possible rapid deterioration) represents a far different situation than exists in an area in which both Current Status and Quality of Change are rated 1. In the former situation, once the problem is known, prompt and effective action can often stabilize the area and prevent further decline.

Thus, the vital ingredient in your strategic planning process is a knowledge of current conditions and how, and how rapidly they are changing. Without such information plans can easily focus on the wrong problem or not recognize that a problem exists.

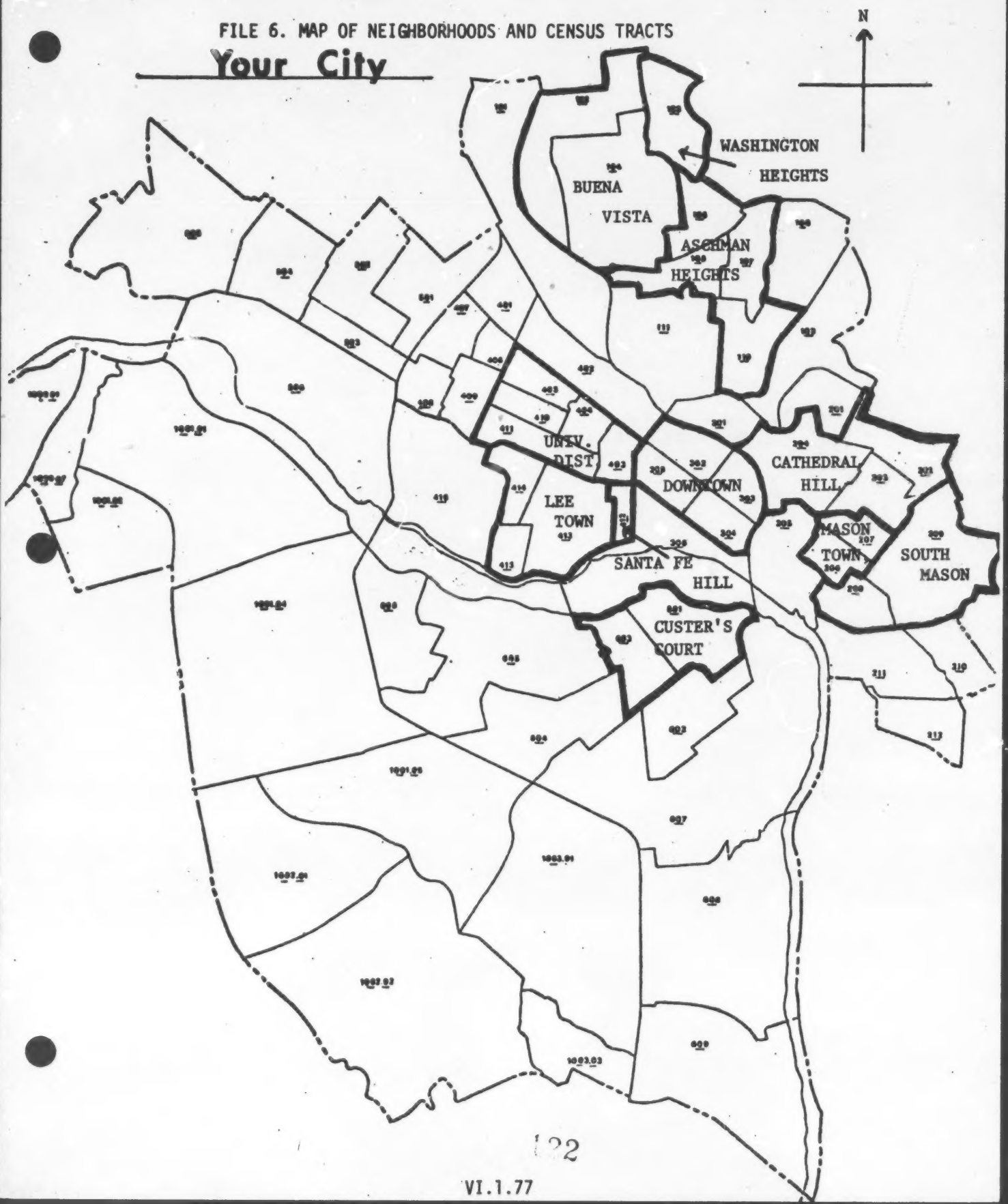
Although File 1 data are of primary importance, a further insight into the current conditions of the area can be obtained by reviewing the data presented in File 2. Here are provided the components of the changes summarized in File 1. For example, does an increase in vacant households reflect new units or is it a sign that units which were formerely occupied are not attracting new tenants. File 2 also provides important new information on total population, average size of household, percentage of occupied units which had a change of occupancy, etc. which will enhance your understanding of the changes taking place in "Your Neighborhood."

File 3, limited for seminar purposes to the Central Business District Tracts, provides needed detail on the movement of business and commercial establishments, classified by major type of business. From this information determinations of the viability of the CBD can be made and estimates of changing patterns of land use developed.

Upon completion of the analysis of PROFILES data, coupled with your local knowledge of neighborhood conditions, you will have a solid picture of the changes which are taking place and the foundation for the initiation of the primary elements of the strategic planning process.

FILE 6. MAP OF NEIGHBORHOODS AND CENSUS TRACTS

Your City



FILE 7. NEIGHBORHOOD DESCRIPTIONS

Note: *Asterik indicates the representative (most typical) tract of the neighborhood.

NEIGHBORHOOD	CENSUS TRACTS
A.	(102, 104*)

This neighborhood is in a transitional stage. Housing condition is good, although there are some scattered, neglected homes and block-fronts in only fair condition. There has also been an increase in renter-occupancy.

The neighborhood was of "stable-white" character. The 50's and 60's saw an in-migration of upwardly mobile Mexican Americans and blacks. With the 70's, there has been an influx of University-types and others with "alternate lifestyles".

B.	(103*)

In this neighborhood, while the condition of housing is generally good overall, certain deteriorating pockets are causing consistent worry. The turnover rate for housing is high compared with other tracts in the city although the rate for business is comparatively low. Total vacancies have sharply increased as a result of continuing stagnation in certain areas. There have been net out-migrations of high income and retired residents and net in-migrations of female heads of household and jobless heads of household.

C.	(105, 106, 107*, 110)

Built during the heyday of agricultural and petroleum development, this area was first occupied by upper income families. Recently, signs of deterioration have appeared. The grand trees in the front yards and the esplanades (street medians) have lived out their lives. As they rot, they are replaced with parked cars.

A relatively high proportion of households receive welfare assistance, and there have been decreases in owner occupancy in recent years. Other indicators show increases in jobless heads of households, business vacancies and other signs of instability.

NEIGHBORHOOD	CENSUS TRACTS
D.	(202, 203, 204*)

This is the city's larges area of housing that is in poor condition. It also holds the city's largest percentage of abandoned buildings. It has a high incidence of welfare households and of unemployment and has experienced significant losses of households in almost every tract. The city has not had sufficient funding to undertake clearance, rehabilitation of historic restoration of these substandard structures.

E. (206, 207*)

This neighborhood has the largest concentration of substandard and abandoned housing in the city. There is a high incidence of welfare households and unemployment, as well as high vacancy rates for home-owners. In the heart of the neighborhood is a new nine block federally assisted moderate-rental housing project. Most of the surrounding housing is substandard with little or no historic value.

F. (208, 209*)

While the western section of this neighborhood fits the description of "overall deterioration" such as described in "E" above, in the eastern part the housing is generally in good to fair condition. Many of the houses are large, which makes rehabilitation a costly venture. Nevertheless, the houses are well-built. In the western part, field inspections reveal that the loss of households is due to home abandonment.

G. (302,* 303, 304, 305)

This neighborhood includes a number of the central wards which are classified as "deteriorating." However, many of the residencies have historic and architectural significance and some of the owners have the interest and capability of substantial re-habilitation. Other portions contain structures that are badly deteriorated but have no special significance. The large gain in households has been made up of almost entirely renters with no significant new construction.

H. (403* 404,405,410,411)

Although this neighborhood is considered transitional, they are headed upward -- towards a sound classification. There is a strong neighborhood organization lending stability. One person households represent nearly 60% of all households and is increasing. At the same time, there is a turnover of owner-occupied to renter occupied dwellings. These trends are largely caused by the need for suitable student housing in demand by a nearly expanding university.

NEIGHBORHOOD	CENSUS TRACTS
I.	(413, 414*)

This area has experienced several downward trends since the building of a nearby expressway. It experiences a high proportion of welfare households, a high homeowner vacancy rate and evidence of considerable poverty: almost half the households are jobless or retired; the income index is among the lowest in the city.

J. (412*)

This neighborhood has been a blue-collar working class neighborhood for the last 100 years. Most houses are in the 18-17,000 range, usually well maintained. The area is cushioned on its sides by an expressway, a cemetery, a river and the State Penitentiary; so while its periphery isn't "beautiful", it is at least environmentally protected. Many residents are poor; most are renters. The housing needs a substantial infusion of capital to be brought up to standards.

K. (601,* 603)

Housing in this area dates from the turn of the century. It is basically a community of renters who have an active organization. While the renters have had little success in getting landlords to make improvements, they have had success in forcing the city to make two successive years of public improvements. The area contains a relatively high concentration of welfare households and it has experienced increases in this category in the last few years. It also experiences a high turnover rate in housing and business units and a high level of housing vacancy.